70579

SEARCH REQUEST FORM

Scientific and Technical Information Center

Requester's Full Name: _Forest Thompson_ Examiner # : _76652_ Date: _8/30/00_
Art Unit: _2765_ Phone Number 30_6 - 5449_ Serial Number: _09/334256, PCT 00/16607_
Mail Box and Bldg/Room Location: _5W05_ Results Format Preferred (circle): **PAPER** DISK E-MAIL

If more than one search is submitted, please prioritize searches in order of need.
****
Please provide a detailed statement of the search topic, and describe as specifically as possible the subject matter to be searched. Include the elected species or structures, keywords, synonyms, acronyms, and registry numbers, and combine with the concept or utility of the invention. Define any terms that may have a special meaning. Give examples or relevant citations, authors, etc, if known. Please attach a copy of the cover sheet, pertinent claims, and abstract.

Title of Invention: _Method & Apparatus for Planning and monitoring Multiple Tasks Based on User defined Criteria and predictive Ability_
Inventors (please provide full names): _Sandra Richardson, Douglas Clark, Mathew Bennett, Jim Finwick_

Earliest Priority Filing Date: _6/16/99_

For Sequence Searches Only Please include all pertinent information (parent, child, divisional, or issued patent numbers) along with the appropriate serial number.

< See Abstract >

A method for planning tasks comprising breaking a project into tasks, selecting a tasking horizon, selecting 2 verbs for at least one task, receiving a predicted start date for one task, an actual start date, comparing predicted and actual dates, and computing the movement of tasks in relation to the tasking horizon or completion date. Verbs are designed to capture the types of dialogue that a worker would use to explain why a task was/was not started/completed as planned.

Keywords:

project management
scheduling
tasks
personnel or manpower
date (start, completion)
manage

08-30-00 A09:17 IN

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STAFF USE ONLY	Type of Search	Vendors and cost where applicable
Searcher: Geoffrey St. Leger	NA Sequence (#)_____	STN _____
Searcher Phone #: 808-7800	AA Sequence (#)_____	Dialog ___✓___
Searcher Location: 4B30	Structure (#) _____	Questel/Orbit _____
Date Searcher Picked Up: 3/3	Bibliographic ___✓___	Dr.Link _____
Date Completed: 9/1	Litigation _____	Lexis/Nexis _____
Searcher Prep & Review Time: 2.5 hrs	Fulltext ___✓___	Sequence Systems _____
Clerical Prep Time: _____	Patent Family _____	WWW/Internet ___✓___
Online Time: 6 hours	Other _____	Other (specify)_____

PTO-1590 (1-2000)

DIALOG
9/1/00

Set	Items	Description
S1	73178	(PROJECT? ? OR ACTIVIT???)(3N)(MANAG????? OR PLAN???? OR S-CHEDUL??? OR ORGANI?????? OR ASSESSMENT)(3N)(SOFTWARE OR PROG-RAM? ? OR APPLICATION? ? OR SYSTEM? ? OR TOOL? ?)
S2	3204882	TASK?? OR ACTIVIT??? OR JOB?? OR ASSIGNMENT??
S3	62323	S2(3N)(DESCRIB??? OR DESCRIPT???? OR IDENTIFI??????? OR PH-RASE? ? OR VERB? ? OR ADJECTIVE? ? OR ADVERB? ? OR ACTION? ? - OR SUMMARI???? OR CATEGOR??? OR CONCEPT? ?)
S4	67560	(S2 OR PROGRESS???)(3N)(MONITOR??? OR TRACK??? OR OBSERV??-?)
S5	1037	S4(S)(PREDICT???? OR PROBABILIT???)
S6	325674	(ASSESS???? OR EVALUATI??? OR ANALY???? OR MANAG???)(3N)(R-ISK? ? OR EXPECTION? ? OR CHURN OR PROBLEM? ? OR TREND? ? OR - PATTERN? ? OR RESULT? ? OR OUTCOME? ?)
S7	25445	(MODIF??? OR CHANGE? ? OR REVIS?? OR ALTER?? OR REDEFINE? -?)(3N)(DATE)
S8	74	S4(S)(DATE(5N)(COMPLET?? OR END? ? OR FINAL OR FINISHED OR TARGET))
S9	17	S1 AND S8
S10	14	RD (unique items)
S11	1427	(RESULT? ? OR ACCOMPLISHMENT? ?)(5N)(DIFFERENT)(5N)(PLAN??? OR GOAL? ? OR TARGET? ?)
S12	36	S1 AND S11
S13	30	RD (unique items)
S14	28	S2 AND S13
S15	6	S4 AND S13
S16	4620	S1 AND S4
S17	12	S16 AND CHURN
S18	11	RD (unique items)
S19	41	S16 AND RESULT? ?(5N)EXPECTATION? ?
S20	1	S16 AND (RESULT? ?(3N)(VS OR VERSUS)(3N)EXPECTATION? ?)
S21	72	S16 AND S7
S22	463	S7(3N)(COMPLET?? OR END? ? OR FINAL OR FINISHED OR TARGET? ? OR GOAL? ?)
S23	4	S16 AND S22

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All considered

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File    9:Business & Indust( )R) Jul/1994-2000/Sep 01
         (c) 2000 Resp. DB Svcs.
File  623:Business Week 1985-2000/Aug W3
         (c) 2000 The McGraw-Hill Companies Inc
File  810:Business Wire 1986-1999/Feb 28
         (c) 1999 Business Wire
File  624:McGraw-Hill Publications 1985-2000/Aug 31
         (c) 2000 McGraw-Hill Co. Inc
File  813:PR Newswire 1987-1999/Apr 30
         (c) 1999 PR Newswire Association Inc
File  636:Gale Group Newsletter DB(TM) 1987-2000/Sep 01
         (c) 2000 The Gale Group
File  621:Gale Group New Prod.Annou.(R) 1985-2000/Aug 30
         (c) 2000 The Gale Group
File   20:World Reporter 1997-2000/Sep 01
         (c) 2000 The Dialog Corporation plc


Set     Items    Description
S1      48273    (PROJECT? ? OR ACTIVIT???)(3N)(MANAG????? OR PLAN???? OR S-
                 CHEDUL??? OR ORGANI?????? OR ASSESSMENT)(3N)(SOFTWARE OR PROG-
                 RAM? ? OR APPLICATION? ? OR SYSTEM? ? OR TOOL? ?)
S2     2873827   TASK?? OR ACTIVIT??? OR JOB?? OR ASSIGNMENT??
S3      27253    S2(3N)(DESCRIB??? OR DESCRIPT???? OR IDENTIFI??????? OR PH-
                 RASE? ? OR VERB? ? OR ADJECTIVE? ? OR ADVERB? ? OR ACTION? ? -
                 OR SUMMARI???? OR CATEGOR??? OR CONCEPT? ?)
S4      46498    (S2 OR PROGRESS???)(3N)(MONITOR??? OR TRACK??? OR OBSERV??-
                 ?)
S5        420    S4(S)(PREDICT???? OR PROBABILIT???)
S6     196838    (ASSESS???? OR EVALUATI??? OR ANALY???? OR MANAG???)(3N)(R-
                 ISK? ? OR EXPECTION? ? OR CHURN OR PROBLEM? ? OR TREND? ? OR -
                 PATTERN? ? OR RESULT? ? OR OUTCOME? ?)
S7      29305    (MODIF??? OR CHANGE? ? OR REVIS?? OR ALTER?? OR REDEFINE? -
                 ?)(3N)(DATE)
S8          0    S1 AND S3 AND S5 AND S6
S9         11    S1 AND S5
S10        11    RD (unique items)
S11      5424    (SUMMARI???? OR ASSESS????)(5N)(PROBLEM? ? OR INEFFICIENC?-
                 ?? OR UNFORESEEN)
S12         3    S1 AND S4 AND S11
S13       102    S1 AND S11
S14        25    S1(S)S11
S15        17    RD (unique items)
S16        25    S13 AND S1/DE
S17        22    RD (unique items)
S18      3818    (RESULT? ? OR ACCOMPLISHMENT? ?)(5N)DIFFERENT(5N)(PLAN??? -
                 OR GOAL? ? OR TARGET? ? OR EXPECTATION? ?)
S19        38    S1 AND S18
S20        21    RD (unique items)
S21         0    RESULT? ?(3N)(VS OR VERSUS)(3N)EXPECATION? ?
S22        25    RESULT? ?(3N)(VS OR VERSUS)(3N)EXPECTATION? ?
S23         0    S1 AND S22
S24      9315    EVALUAT???(3N)(RESULT? ? OR CHURN? ? OR OUTCOME? ?)
S25       131    S1 AND S24
S26        24    S1/DE AND S24
S27        22    RD (unique items)
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All considered

File 347:JAPIO Oct 1976-20●●Apr(UPDATED 000816)
        (c) 2000 JPO & JA●●●
File 350:Derwent 1963-2000/UD,UM &UP=200041
        (c) 2000 Derwent Info Ltd

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Set     Items    Description
S1        324    (PROJECT? ? OR ACTIVIT???)(3N)(MANAG????? OR PLAN???? OR S-
                 CHEDUL??? OR ORGANI?????? OR ASSESSMENT)(3N)(SOFTWARE OR PROG-
                 RAM? ? OR APPLICATION? ? OR SYSTEM? ? OR TOOL? ?)
S2     250516    TASK?? OR ACTIVIT??? OR JOB?? OR ASSIGNMENT??
S3       3312    S2(3N)(DESCRIB??? OR DESCRIPT???? OR IDENTIFI??????? OR PH-
                 RASE? ? OR VERB? ? OR ADJECTIVE? ? OR ADVERB? ? OR ACTION? ? -
                 OR SUMMARI????)
S4       3544    (S2 OR PROGRESS???)(3N)(MONITOR??? OR TRACK??? OR OBSERV??-
                 ?)
S5         53    S4(S)(PREDICT???? OR PROBABILIT???)
S6      17234    (ASSESS???? OR EVALUATI??? OR ANALY???? OR MANAG???)(3N)(R-
                 ISK? ? OR EXPECTION? ? OR CHURN OR PROBLEM? ? OR TREND? ? OR -
                 PATTERN? ? OR RESULT? ? OR OUTCOME? ?)
S7        433    (MODIF??? OR CHANGE? ? OR REVIS?? OR ALTER?? OR REDEFINE? -
                 ?)(3N)(DATE)
S8          7    S1 AND S3
S9          8    S1 AND S4
S10         9    S1 AND (PREDICT???? OR PROBABILIT???)
S11         8    S10 NOT S9
S12        10    S1 AND S6
S13         0    S1 AND EXPECTATIONS
S14         0    S1 AND EXPECTATION
S15     21647    IC=G06F-017/60
S16         0    S1 AND S7
S17         2    S15 AND S5
S18        52    AU="RICHARDSON S":AU="RICHARDSON S R"
S19        47    AU="CLARK D"
S20       146    AU="BENNETT M":AU="BENNETT M W"
S21         0    AU="FINWICK"
S22         0    S18 AND S19 AND S20
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all considered

DIALOG
9/1/00

Set	Items	Description
S1	760	(PROJECT? ? OR ACTIVIT???)(3N)(MANAG????? OR PLAN???? OR S-CHEDUL??? OR ORGANI?????? OR ASSESSMENT)(3N)(SOFTWARE OR PROG-RAM? ? OR APPLICATION? ? OR SYSTEM? ? OR TOOL? ?)
S2	212331	TASK?? OR ACTIVIT??? OR JOB?? OR ASSIGNMENT??
S3	20969	S2(3N)(DESCRIB??? OR DESCRIPT???? OR IDENTIFI??????? OR PH-RASE? ? OR VERB? ? OR ADJECTIVE? ? OR ADVERB? ? OR ACTION? ? OR SUMMARI???? OR CATEGOR??? OR CONCEPT? ?)
S4	16918	(S2 OR PROGRESS???)(3N)(MONITOR??? OR TRACK??? OR OBSERV??-?)
S5	375	S4(S)(PREDICT???? OR PROBABILIT???)
S6	41788	(ASSESS???? OR EVALUATI??? OR ANALY???? OR MANAG???)(3N)(R-ISK? ? OR EXPECTION? ? OR CHURN OR PROBLEM? ? OR TREND? ? OR PATTERN? ? OR RESULT? ? OR OUTCOME? ?)
S7	6633	(MODIF??? OR CHANGE? ? OR REVIS?? OR ALTER?? OR REDEFINE? -?)(3N)(DATE)
S8	130	S1/TI,AB,CM
S9	21	S8 AND S3/TI,AB,CM
S10	8	S9 AND S4/TI,AB,CM
S11	1	S8 AND S5
S12	31	S8 AND (PREDICT???? OR PROBABILIT???)
S13	12	S8 AND (PREDICT???? OR PROBABILIT???)/TI,AB,CM
S14	22	S8 AND S6
S15	15	S1(S)S6
S16	34	S1 AND S6/TI,AB,CM
S17	8	S8 AND S6/TI,AB,CM
S18	6	S8 AND (RISK OR EXPECTATIONS OR CHURN)/TI,AB,CM
S19	2	S8 AND S7/TI,AB,CM
S20	83	S1 AND S3 AND S4
S21	32	S20 AND S6
S22	24	S21 AND PREDICT????
S23	19	S22 NOT (S19 OR S18 OR S17 OR S15 OR S10)
S24	2	AU="RICHARDSON SANDY"
S25	22	AU="CLARK DOUGLAS":AU="CLARK DOUGLAS W"
S26	2	AU="BENNETT MATTHEW COLE JR":AU="BENNETT MATTHEW JOHN"
S27	0	AU="FINWICK J"
S28	0	AU="FINZER HEINZ" AND AU="FINZI" AND AU="FINZI BENDETTO GI-ORGIO ING"
S29	0	S24 AND S25 AND S26

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all considered

File 473:Financial Times A⬤tracts 1998-2000/Aug 30
         (c) 2000 The New York Times
File 474:New York Times Abs 1969-2000/Aug 30
         (c) 2000 The New York Times
File 475:Wall Street Journal Abs 1973-2000/Aug 30
         (c) 2000 The New York Times

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Set     Items   Description
S1       178    (PROJECT? ? OR ACTIVIT???)(3N)(MANAG????? OR PLAN???? OR S-
                CHEDUL??? OR ORGANI?????? OR ASSESSMENT)(3N)(SOFTWARE OR PROG-
                RAM? ? OR APPLICATION? ? OR SYSTEM? ? OR TOOL? ?)
S2    141240    TASK?? OR ACTIVIT??? OR JOB?? OR ASSIGNMENT??
S3      2569    S2(3N)(DESCRIB??? OR DESCRIPT???? OR IDENTIFI??????? OR PH-
                RASE? ? OR VERB? ? OR ADJECTIVE? ? OR ADVERB? ? OR ACTION? ? -
                OR SUMMARI???? OR CATEGOR??? OR CONCEPT? ?)
S4       514    (S2 OR PROGRESS???)(3N)(MONITOR??? OR TRACK??? OR OBSERV??-
                ?)
S5         9    S4(S)(PREDICT???? OR PROBABILIT???)
S6      2013    (ASSESS???? OR EVALUATI??? OR ANALY???? OR MANAG???)(3N)(R-
                ISK? ? OR EXPECTION? ? OR CHURN OR PROBLEM? ? OR TREND? ? OR -
                PATTERN? ? OR RESULT? ? OR OUTCOME? ?)
S7       186    (MODIF??? OR CHANGE? ? OR REVIS?? OR ALTER?? OR REDEFINE? -
                ?)(3N)(DATE)
S8         1    S1 AND S4
S9         1    S1 AND (PREDICT???? OR PROBABILIT???)
S10        0    S1 AND S6
S11        0    S1 AND S7
S12        2    S1 AND RISK? ?
S13       36    S1 AND S2
S14        1    S1 AND S3
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Set	Items	Description
S1	1564	(PROJECT? ? OR ACTIVIT???)(3N)(MANAG????? OR PLAN???? OR S-CHEDUL??? OR ORGANI?????? OR ASSESSMENT)(3N)(SOFTWARE OR PROG-RAM? ? OR APPLICATION? ? OR SYSTEM? ? OR TOOL? ?)
S2	237228	TASK?? OR ACTIVIT??? OR JOB?? OR ASSIGNMENT??
S3	2781	S2(3N)(DESCRIB??? OR DESCRIPT???? OR IDENTIFI??????? OR PH-RASE? ? OR VERB? ? OR ADJECTIVE? ? OR ADVERB? ? OR ACTION? ? OR SUMMARI???? OR CATEGOR??? OR CONCEPT? ?)
S4	2938	(S2 OR PROGRESS???)(3N)(MONITOR??? OR TRACK??? OR OBSERV??-?)
S5	20	S4(S)(PREDICT???? OR PROBABILIT???)
S6	6230	(ASSESS???? OR EVALUATI??? OR ANALY???? OR MANAG???)(3N)(R-ISK? ? OR EXPECTION? ? OR CHURN OR PROBLEM? ? OR TREND? ? OR PATTERN? ? OR RESULT? ? OR OUTCOME? ?)
S7	578	(MODIF??? OR CHANGE? ? OR REVIS?? OR ALTER?? OR REDEFINE? -?)(3N)(DATE)
S8	17	S1 AND S3
S9	13	RD (unique items)
S10	82	S1 AND S4
S11	2	S1 AND S5
S12	37	S1 AND S6
S13	26	RD (unique items)
S14	3	S1 AND S7
S15	23	S1 AND EXPECTATIONS
S16	772	(ASSESS???? OR EVALUATI??? OR ANALY???? OR MANAG???)(3N)EX-PECTATION? ?
S17	1	S1 AND S16
S18	3	S1(S)EXPECTATION? ?
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Set     Items    Description
S1      11705    (PROJECT? ? OR ACTIVIT???)(3N)(MANAG????? OR PLAN???? OR S-
                 CHEDUL??? OR ORGANI?????? OR ASSESSMENT)(3N)(SOFTWARE OR PROG-
                 RAM? ? OR APPLICATION? ? OR SYSTEM? ? OR TOOL? ?)
S2     972021    TASK?? OR ACTIVIT??? OR JOB?? OR ASSIGNMENT??
S3      20533    S2(3N)(DESCRIB??? OR DESCRIPT???? OR IDENTIFI?????? OR PH-
                 RASE? ? OR VERB? ? OR ADJECTIVE? ? OR ADVERB? ? OR ACTION? ? -
                 OR SUMMARI???? OR CATEGOR??? OR CONCEPT? ?)
S4      14596    (S2 OR PROGRESS???)(3N)(MONITOR??? OR TRACK??? OR OBSERV??-
                 ?)
S5        941    S4(S)(PREDICT???? OR PROBABILIT???)
S6     199632    (ASSESS???? OR EVALUATI??? OR ANALY???? OR MANAG???)(3N)(R-
                 ISK? ? OR EXPECTATION? ? OR CHURN OR PROBLEM? ? OR TREND? ? OR
                 PATTERN? ? OR RESULT? ? OR OUTCOME? ?)
S7        936    (MODIF??? OR CHANGE? ? OR REVIS?? OR ALTER?? OR REDEFINE? -
                 ?)(5N)(DATE)
S8        113    S4(5N)DYNAMIC????
S9          4    S1 AND S8
S10         0    S1 AND CHURN
S11      2781    EXPECTATION? ?(5N)RESULT? ?
S12         4    S1 AND S11
S13      5469    (SUMMARI???? OR PREDICT????)(3N)(PROBLEM? ? OR INEFFICIENC-
                 ???)
S14         8    S1 AND S13
S15         8    RD (unique items)
S16        14    S1 AND S5
S17        13    RD (unique items)
S18        13    S17 NOT S15
S19         0    S4(S)(TARGET(W)DATE)
S20         1    S4(S)(END? ?(3N)DATE)
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all considered

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          (FILE 'HOME' ENTERED AT 14:33:00 ON 30 AUG 2000)

        FILE 'USPATFULL' ENTERED AT 14:33:49 ON 30 AUG 2000
L1          50 S PLAN(S)TASK(S)SCHEDULE
L2         145 S 705/9/NCL
L3           9 S L2 AND PLAN(S)TASK(S)(SCHEDULE OR SCHEDULING)
L4           8 S L3 AND L1
L5           1 S L3 NOT L4
L6           6 S L3 AND TASK(S)(MANAGE OR MANAGEMENT)
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RESOURCE MANAGEMENT SYSTEM
SYSTEME DE GESTION DE RESSOURCES

  23/TI/9   (Item 4 from file: 349)

AUTOMATED METER READING SYSTEM
SYSTEME DE LECTURE AUTOMATIQUE DES COMPTEURS

  23/TI/10   (Item 5 from file: 349)

SYSTEM AND METHOD FOR FACILITATING INTERACTION AMONG AGENTS
SYSTEME ET PROCEDE FACILITANT L'INTERACTION ENTRE AGENTS

  23/TI/11   (Item 6 from file: 349)

A COMMUNICATION SYSTEM ARCHITECTURE
ARCHITECTURE D'UN SYSTEME DE COMMUNICATION

  23/TI/12   (Item 7 from file: 349)

SOFTWARE FAULT MANAGEMENT SYSTEM
SYSTEME DE GESTION DES PANNES DE LOGICIELS

  23/TI/13   (Item 8 from file: 349)

SYSTEMS AND METHODS FOR SECURE TRANSACTION MANAGEMENT AND ELECTRONIC RIGHTS
    PROTECTION
SYSTEMES ET PROCEDES DE GESTION DE TRANSACTIONS SECURISEES ET DE PROTECTION
    DE DROITS ELECTRONIQUES

  23/TI/14   (Item 9 from file: 349)

VIRTUAL   NETWORK   CONFIGURATION   AND   MANAGEMENT   SYSTEM   FOR   SATELLITE
    COMMUNICATIONS SYSTEM
CONFIGURATION DE RESEAU VIRTUEL ET SYSTEME DE GESTION DESTINE A UN SYSTEME
    DE COMMUNICATIONS PAR SATELLITE

  23/TI/15   (Item 10 from file: 349)

MODIFICATION   OF   SOLUBLE   SOLIDS USING SUCROSE PHOSPHATE SYNTHASE ENCODING
    SEQUENCE
MODIFICATION DE SOLIDES SOLUBLES A L'AIDE D'UNE SEQUENCE CODANT LA
    PHOSPHATE SYNTHASE DE SACCHAROSE

  23/TI/16   (Item 11 from file: 349)

COMPUTER SYSTEM INCLUDING MEANS FOR DECISION SUPPORT SCHEDULING
SYSTEME INFORMATIQUE DOTE DE MOYENS DE PLANIFICATION D'AIDE A LA DECISION

23/TI/17   (Item 12 from file: 349)

METHOD AND SYSTEM FOR SELECTIVE INCENTIVE POINT-OF-SALE MARKETING IN
    RESPONSE TO CUSTOMER SHOPPING HISTORIES
PROCEDE ET SYSTEME DE DISTRIBUTION DE BONS D'ACHAT EN FONCTION DES ACHATS
    ANTERIEURS D'UN CLIENT

23/TI/18   (Item 13 from file: 349)

NETWORKED FACILITIES MANAGEMENT SYSTEM
SYSTEME DE GESTION D'UNITES INTERCONNECTEES EN RESEAU

23/TI/19   (Item 14 from file: 349)

METHODS AND COMPOSITIONS FOR THE PRODUCTION OF STABLY TRANSFORMED, FERTILE
    MONOCOT PLANTS AND CELLS THEREOF
PROCEDES ET COMPOSITIONS DE PRODUCTION DE PLANTES MONOCOTYLEDONES FECONDES
    AINSI QUE DE LEURS CELLULES TRANSFORMEES DE MANIERE STABLE
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00091201   DOCUMENT TYPE: Review

PRODUCT NAMES: OPEN PLAN PRO 1.1   (587494)

TITLE: Open Plan Professional delivers planning power
AUTHOR: Heck, Mike
SOURCE: InfoWorld,   v18 n22 p106(1) May 27, 1996
ISSN: 0199-6649
HOMEPAGE: http://www.infoworld.com

RECORD TYPE: Review
REVIEW TYPE: Review
GRADE: A

Welcom **Software** 's Open **Plan** Pro 1.1, a **project   management   system** ,
is easy-to-use from the outset, and provides professional **project**
managers with **tools** for running many simultaneous **projects** that are
updated by many participants. One unusual feature is **risk   analysis** with
a Monte Carlo simulation. Project views supported include Network Logic,
Bar Chart, Histograms, Spreadsheet, Tabular, and Work Breakdown Structure
formats. A universal database makes enter and updating information
convenient, and Object Linking and Embedding (OLE) 2.0 and OLE Automation
add extensibility and integration with other applications. Data is secured
and stored in dBASE-compatible files or other ODBC formats. More than one
user can concurrently work on the same project or appurtenant files. The
interface metaphor is a Project Notebook that allows folder update with
easy drag-and-drop actions.

PRICE: $6000

COMPANY NAME: Welcom Software Technology Corp (WST)   (236586)
SPECIAL FEATURE: Screen Layouts
DESCRIPTORS: Business Planning; Project Management; **Risk   Analysis**
REVISION DATE: 20000417

 13/9/25   (Item 11 from file: 256)

00046986   DOCUMENT TYPE: Review

**PRODUCT NAMES: Primavera Project Planner   (902019); Primavera Monte Carlo
(441694)**

TITLE: Helping to repair the Twin Towers
AUTHOR: Ferranti, Marc
SOURCE: PC Week,   v10 n11 p39(2) Mar 22, 1993
ISSN: 0740-1604

RECORD TYPE: Review
REVIEW TYPE: Review
GRADE: A

The Port of New York and New Jersey's Office of Capital Projects oversees
the World Trade Center's reconstruction project, started after a bomb
rocked the building. The **project   manager** uses Primavera **Project**
Planner and the Monte Carlo **risk   analysis   program** to **assess** and
structure the efforts of the reconstruction. Projects this size usually
require years of planning and management, considering that the final cost
will be in the hundreds of millions of dollars. Primavera was chosen for
its power, which supports very large products. In addition, the
construction trades use Primavera, so that most of the participants are

familiar with its usage. Moreover, `what if' scenarios are supported with
quick and easy to use functions, so that dynamic work schedules can be
accomplished using time-scaled, logic-precedence bar charts. The bar charts
allow the user to see the effect of time changes on the entire work
schedule.

COMPANY NAME: Primavera Systems Inc. (355348)
SPECIAL FEATURE: Photographs
DESCRIPTORS: Construction; Project Management; **Risk   Analysis** ;
    Scheduling; IBM PC & Compatibles
REVISION DATE: 19971230

13/9/26   (Item 12 from file: 256)
DIALOG(R)File 256:SoftBase:Reviews,Companies&Prods.
(c)2000 Info.Sources Inc. All rts. reserv.

00045803 ﹨   DOCUMENT TYPE: Review

PRODUCT NAMES: Texim Project 2.0   (331821)

TITLE: Welcom project manager blends advanced analysis features, GUI
AUTHOR: Ferranti, Marc
SOURCE: PC Week,   v10 n3   p55(2) Jan 25, 1993
ISSN: 0740-1604

RECORD TYPE: Review
REVIEW TYPE: Product Analysis
GRADE: Product Analysis, No Rating

Texim **Project** 2.0 is a Windows **project   management** package, which
features high-end analysis **tools** , as well as an easy to use graphical
interface. Users can edit data simply by clicking and dragging on task bars
within PERT or Gantt charts. Different graphical views of data can be
accessed, such as time-scaled logic drawings, bar charts, S-curves, or
network diagrams. Texim also offers **risk   assessment** through statistical
procedures, and simulation analysis. These high-end analytical features are
usually found in midrange systems; Texim brings these powerful features to
low-end systems.

PRICE: $1295

COMPANY NAME: Welcom Software Technology Corp (WST) (236586)
DESCRIPTORS: Windows; Project Management; IBM PC & Compatibles; **Risk
    Analysis**
REVISION DATE: 20000430
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01015223   DOCUMENT TYPE: Product

PRODUCT NAME: Project Reporter (015223)

Management Systems Inc (321044)
PO Box 272323
Fort Collins, CO   80527   United States
TELEPHONE: (970) 223-1530

RECORD TYPE: Directory

CONTACT: Sales Department

Project Reporter is a series of project management reports that utilize
Micro-mode, Inc. and ACCI **Project   Management** and Accounts Receivable
system files to generate reports. These programs track and report on
actual hours and dollars and budgeted hours and dollars for individual
projects being used in these systems. These reports are based on phase and
phase-task information. Some of the items tracked or calculated are: (1)
budgeted hours original and **revised** experience hours to **date** , reported
completed to date hours, reported complete to date percentage; (2) reported
hours to complete; (3) variance in hours based upon reported and budgeted
variance percentage; (4) accumulated levels for a total project; and (5)
original hours, revised hours, experience hours, reported hours, percent
hours completed, variance hours, variance percentage, original and revised
budgeted dollars, experience-to-date dollars and percent complete hours.
The system is designed to flag projects that are in trouble based upon
their original hours and dollars budgeted and the actual hours and dollars
experience to date. The software is designed to aid controllers for
multiple project tracking at consulting engineering and general engineering
type companies.

DESCRIPTORS: Project Management; Scheduling; Budgeting; Engineering; CAE;
     Project Cost Estimating; Job Accounting

HARDWARE: CP/M; 80286; 80386; IBM PC & Compatibles
OPERATING SYSTEM: MS-DOS
PROGRAM LANGUAGES: BASIC
TYPE OF PRODUCT: Micro
POTENTIAL USERS: Construction
DATE OF RELEASE: 01/84
PRICE: Available upon request
DOCUMENTATION AVAILABLE: User manuals
OTHER REQUIREMENTS: 64K RAM; MicroMode or ACCI general accounting system
     required
SERVICES AVAILABLE: Custom programming; conversion
REVISION DATE: 990610
?

DIALOG(R)File 278:Microcomputer Software Guide

    0005244
    0005244XX   STATUS: ACTIVE ENTRY
    TITLE: SLIM
    VERSION: 4.0
    RELEASE DATE: 07/1988
    COMPATIBLE HARDWARE: IBM PC family and compatibles
    MICROPROCESSOR TYPE: Full support at no further charge
    OPERATING SYSTEM(S) REQUIRED: Windows 3.1, Windows 95 & Windows NT
    PRICE INFORMATION:
    Other Contact publisher for price
    ANNOTATION: Management Tool Used for Estimating, Planning & Controlling
Large Software Development Projects. Designed to Help Companies Plan Before
Project Begins & Avoid Cost Overruns & Schedule Slippages That Come As a
Result of Poor Planning & Unreasonable Expectations. Features Extensive
Reliability Prediction Function & Built-In Risk Assessment
    DESCRIPTORS: PROGRAMMING TOOLS - DEVELOPMENT TOOLS
    DESCRIPTOR CODES: 20000200
    PUBLISHER: Quantitative Software Management, Incorporated; Quant SW Mgmt
(0-926426)

    ADDRESS: 2000 Corporate Ridge, Suite 900
            McLean, VA 22102
    TEL.: 703-790-0055
    SAN: 284-1282

18/5/3   (Item 1 from file: 256)
DIALOG(R)File 256:SoftBase:Reviews,Companies&Prods.
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00113104   DOCUMENT TYPE: Review

**PRODUCT NAMES: Caliber-RM 1.1 Windows (732583) ; DOORS 4.0.3 Windows &
UNIX   (732591)**

TITLE: Manage Your Project's Requirements
AUTHOR: Feibus, Andy
SOURCE: Information Week,   v705   p100(5) Oct 19, 1998
ISSN: 8750-6874
HOMEPAGE: http://www.informationweek.com

RECORD TYPE: Review
REVIEW TYPE: Product Comparison
GRADE: Product Comparison, No Rating

Technology Builders' Caliber-RM 1.1 and Doors 4.0.3 from Quality **Systems
& Software** are two **project   management   applications** that help
application developers avoid the common pitfalls of not accurately
tracking project requirements and **expectations** . Caliber-RM is an
object-oriented database that organizes hierarchical project requirements
and attributes that can be numbered in order of relevance. Each attribute
can be titled by name, owner, and complexity, and project attribute
relationships can be tracked using an easy-to-learn traceability window.
Doors is more feature-laden than Caliber-RM, offering a wealth of version
control features and flexible reporting tools that allow users to view
project requirements and suggest changes.

COMPANY NAME: Technology Builders Inc (657581); Quality Systems &
     Software Inc (QSS)   (657573)
SPECIAL FEATURE: Screen Layouts
DESCRIPTORS: Project Management; Program Development Aids; IBM PC &
     Compatibles; UNIX; IDEs; Software Version Control; Windows
REVISION DATE: 19991130
?

DIALOG
9/1/00

Set	Items	Description
S1	178	(PROJECT? ? OR ACTIVIT???)(3N)(MANAG????? OR PLAN???? OR S-CHEDUL??? OR ORGANI?????? OR ASSESSMENT)(3N)(SOFTWARE OR PROG-RAM? ? OR APPLICATION? ? OR SYSTEM? ? OR TOOL? ?)
S2	141240	TASK?? OR ACTIVIT??? OR JOB?? OR ASSIGNMENT??
S3	2569	S2(3N)(DESCRIB??? OR DESCRIPT???? OR IDENTIFI??????? OR PH-RASE? ? OR VERB? ? OR ADJECTIVE? ? OR ADVERB? ? OR ACTION? ? OR SUMMARI???? OR CATEGOR??? OR CONCEPT? ?)
S4	514	(S2 OR PROGRESS???)(3N)(MONITOR??? OR TRACK??? OR OBSERV??-?)
S5	9	S4(S)(PREDICT???? OR PROBABILIT???)
S6	2013	(ASSESS???? OR EVALUATI??? OR ANALY???? OR MANAG???)(3N)(R-ISK? ? OR EXPECTION? ? OR CHURN OR PROBLEM? ? OR TREND? ? OR PATTERN? ? OR RESULT? ? OR OUTCOME? ?)
S7	186	(MODIF??? OR CHANGE? ? OR REVIS?? OR ALTER?? OR REDEFINE? -?)(3N)(DATE)
S8	1	S1 AND S4
S9	1	S1 AND (PREDICT???? OR PROBABILIT???)
S10	0	S1 AND S6
S11	0	S1 AND S7
S12	2	S1 AND RISK? ?
S13	36	S1 AND S2
S14	1	S1 AND S3
?		

all considered

05092028   NYT Sequence Number: 062803871230
NATIONAL TESTING: MANY QUESTIONS
New York Times, Col. 1, Pg. 8, Sec. 2
Wednesday December 30 1987
DOCUMENT TYPE: Newspaper; Analysis   JOURNAL CODE: NYT   LANGUAGE: English
RECORD TYPE: Abstract

ABSTRACT:
    News analysis of legislation to set up more systematic national testing
of school children; choices by those designated to devise tests arise from
bill that would expand testing and evaluation **programs** of National
Assessment of Educational **Progress** , Federal **project** to **monitor**
student knowledge of basic subjects (M)

COMPANY NAMES: ASSESSMENT OF EDUCATIONAL PROGESS, NATIONAL
DESCRIPTORS: EDUCATION AND SCHOOLS; LAW AND LEGISLATION; TESTS AND TESTING
  ; EDUCATION PAGE (NYT)
PERSONAL NAMES: FISKE, EDWARD B
GEOGRAPHIC NAMES: UNITED STATES; UNITED STATES
?

04316816   NYT Sequence Number: 000000840818
**Bonneville Power Administration recommends further delay for two Washington
Public Power Supply System nuclear power plants, increasing risk
that** projects, **currently mothballed, may ultimately be killed (S))**
Associated Press
New York Times, Col. 6, Pg. 6, Sec. 4
Tuesday September 25 1984
DOCUMENT TYPE: Newspaper   JOURNAL CODE: NYT   LANGUAGE: English
RECORD TYPE: Abstract

COMPANY NAMES: WASHINGTON PUBLIC POWER SUPPLY SYSTEM
DESCRIPTORS: ATOMIC ENERGY; ELECTRIC LIGHT AND POWER
GEOGRAPHIC NAMES: WASHINGTON (STATE)

00574996   NYT Sequence Number: 037341751107
**4 out of 5 women whose breast cancer were detected through nationwide
screening project were found to have early stage of disease with very
high chance of being cured, twice the percentage of breast cancer
patients who are ordinarily found at time of surgery to have potentially
curable cancers.** Project aims at determining if organized detection
 programs can make a dent in breast cancer mortality rate, which has not
changed significantly in 4 decades. Natl Cancer Inst and Amer Cancer Soc
are sponsoring 27 demonstration centers that use 3 detection methods:
manual examination, mammography and thermography. At news conf held by
Amer Cancer Soc and Amer Coll of Radiology, drs say they expect screening
to lower breast cancer death rate and reduce need for extensive surgery.
Dr Robert Hutter says program is identifying many cancers before they are
even lumps. Dr H Rodney Withes says low-dose X-ray examination of breast
could be expected to result some 15 or more yrs later in at most 20 cases
of cancer per 1-million women screened each yr. Estimates that 2,500 of
1-million women screened will have early curable cancer, giving
'benefit-to- risk ratio of 125-to-1. Dr Benjamin F Byrd, cancer soc
pres, comments (M).)
BRODY, JANE E
New York Times, Col. 4, Pg. 34
Friday November 7 1975
DOCUMENT TYPE: Newspaper   JOURNAL CODE: NYT   LANGUAGE: English
RECORD TYPE: Abstract

COMPANY NAMES: CANCER INSTITUTE, NATIONAL; CANCER SOCIETY, AMERICAN;
  HEALTH, NATIONAL INSTITUTES OF; RADIOLOGY, AMERICAN COLLEGE OF
DESCRIPTORS: BREAST; CANCER; MAMMOGRAPHY; THERMOGRAPHY; WOMEN
PERSONAL NAMES: BRODY, JANE E; BYRD, BENJAMIN F JR (DR); HUTTER, ROBERT
  (DR); WITHERS, H RODNEY (DR)
?

File 278:Microcomputer Software Guide 2000/Aug
         (c) 2000 Reed Elsevier Inc.
File 634:San Jose Mercury Jun 1985-2000/Aug 30
         (c) 2000 San Jose Mercury News
File 256:SoftBase:Reviews,Companies&Prods. 85-2000/Jul
         (c)2000 Info.Sources Inc

```
Set     Items    Description
S1       1564    (PROJECT? ? OR ACTIVIT???)(3N)(MANAG????? OR PLAN???? OR S-
                 CHEDUL??? OR ORGANI?????? OR ASSESSMENT)(3N)(SOFTWARE OR PROG-
                 RAM? ? OR APPLICATION? ? OR SYSTEM? ? OR TOOL? ?)
S2     237228    TASK?? OR ACTIVIT??? OR JOB?? OR ASSIGNMENT??
S3       2781    S2(3N)(DESCRIB??? OR DESCRIPT???? OR IDENTIFI??????? OR PH-
                 RASE? ? OR VERB? ? OR ADJECTIVE? ? OR ADVERB? ? OR ACTION? ? -
                 OR SUMMARI???? OR CATEGOR??? OR CONCEPT? ?)
S4       2938    (S2 OR PROGRESS???)(3N)(MONITOR??? OR TRACK??? OR OBSERV??-
                 ?)
S5         20    S4(S)(PREDICT???? OR PROBABILIT???)
S6       6230    (ASSESS???? OR EVALUATI??? OR ANALY???? OR MANAG???)(3N)(R-
                 ISK? ? OR EXPECTION? ? OR CHURN OR PROBLEM? ? OR TREND? ? OR -
                 PATTERN? ? OR RESULT? ? OR OUTCOME? ?)
S7        578    (MODIF??? OR CHANGE? ? OR REVIS?? OR ALTER?? OR REDEFINE? -
                 ?)(3N)(DATE)
S8         17    S1 AND S3
S9         13    RD (unique items)
S10        82    S1 AND S4
S11         2    S1 AND S5
S12        37    S1 AND S6
S13        26    RD (unique items)
S14         3    S1 AND S7
S15        23    S1 AND EXPECTATIONS
S16       772    (ASSESS???? OR EVALUATI??? OR ANALY???? OR MANAG???)(3N)EX-
                 PECTATION? ?
S17         1    S1 AND S16
S18         3    S1(S)EXPECTATION? ?
?
```

all considered

9/TI/1   (Item 1 from file: 634)

TECH WRITERS SOUND OFF ABOUT BAD MANUALS

9/TI/2   (Item 2 from file: 634)

WHO'S THE BOSS? IT'S UP TO YOU -- NOT YOUR TECHNOLOGY -- TO SHAPE WHAT YOU DO

9/TI/3   (Item 3 from file: 634)

ELECTRONIC OUTLINES DO MORE THAN DIAGRAM OUT OF THE CHAOS, IDEAS TAKE FOCUS

9/TI/4   (Item 4 from file: 634)

APPLE'S MACPROJECT MAKES SCHEDULING EASY

9/TI/5   (Item 5 from file: 634)

PROJECT   MANAGEMENT' SOFTWARE **SAVES TIME, MONEY**

9/TI/6   (Item 1 from file: 256)

TITLE: Professional Services Automation: The Next Generation of Project...

9/TI/7   (Item 2 from file: 256)

TITLE: **Smooth sailing toward DB2 update**

9/TI/8   (Item 3 from file: 256)

TITLE: **Shoes for the Shoemaker's Children: Software developers are often...**

9/TI/9   (Item 4 from file: 256)

TITLE: **Everything you need to run your business**

9/TI/10   (Item 5 from file: 256)

TITLE: **The Politics of Reuse**

9/TI/11   (Item 6 from file: 256)

TITLE: **Groupware for the Rest of Us**

9/TI/12   (Item 7 from file: 256)

TITLE: ManagePro 3.0 project manager takes the work out of teamwork

9/TI/13   (Item 8 from file: 256)

TITLE: Management by Software?
?

9/5/11   (Item 6 from file: 256)
DIALOG(R)File 256:SoftBase:Reviews,Companies&Prods.
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00083635   DOCUMENT TYPE: Review

PRODUCT NAMES: GroupWorks 1.0 (551287)

TITLE: Groupware for the Rest of Us
AUTHOR: Aden, David
SOURCE: PC World,   v13 n10 p114(2) Oct 1995
ISSN: 0737-8939
HOMEPAGE: http://www.pcworld.com

RECORD TYPE: Review
REVIEW TYPE: Product Analysis
GRADE: Product Analysis, No Rating

GroupWorks 1.0 from HyperDesk is a groupware application that allows ad hoc
teams to share and track project tasks, contacts, and meetings. A manager
creates a project, assigns the targets to the appropriate team members, and
asks each to fill in the necessary details; managers can then track the
target completions in the software. The program defines each project
through four elements: Overview, allowing users to assign the project name,
 description , and team members; **Activities** , allowing managers to create
due dates and priority; Discussion, allowing online discussions over the
network; and Contacts, helping users keep track of the status of the
project.

PRICE: $299

COMPANY NAME: FTP NetManage (421022)
SPECIAL FEATURE: Screen Layouts
DESCRIPTORS: Groupware; **Project   Management** ; Network **Software** ;
    Computer Conferencing; Employee Supervision; IBM PC & Compatibles
REVISION DATE: 19990630

00078077   DOCUMENT TYPE: Review

PRODUCT NAMES: ManagePro 3.0 Windows (384879)

TITLE: ManagePro 3.0 project manager takes the work out of teamwork
AUTHOR: Rapoza, Jim
SOURCE: PC Week,   v12 n19 p74(2) May 15, 1995
ISSN: 0740-1604

RECORD TYPE: Review
REVIEW TYPE: Review
GRADE: A

Avantos Performance **Systems** ' **ManagePro** 3.0 for Windows, a **project
management** package with particularly strong support for personnel
management, gets a thumbs up for new features, including MultiLink
networking. MultiLink allows managers to share project data and to assign
employee and other resources. Users can also add budget and cost
information for projects, work with enhanced reporting features, and use
improved calendars. Planning with ManagePro is easy, using goal-oriented
functions and hierarchical task lists. Double-clicking a task opens a
comprehensive form for the **task   description** , workers assigned, and
priority level. More advanced tools for process development, like those of
SuperProject or Primavera **Project   Planner** are not provided. **Management
 tools** , ease of use and learning, workgroup functions, and installation
are all rated good to excellent.

PRICE: $279

COMPANY NAME: Avantos Performance Systems (532169)
SPECIAL FEATURE: Tables Screen Layouts
DESCRIPTORS: Project Management; Windows; IBM PC & Compatibles; Budgeting;
    Business Planning
REVISION DATE: 19980530

00088107   DOCUMENT TYPE: Review

PRODUCT NAMES: CA-SuperProject 4.0 (407658); SureTrak Project Manager 1.5
(558761)

TITLE: **Predictable Project Results**
AUTHOR: Hackman, George
SOURCE: PC/Computing,   v9 n2 p100(1) Feb 1996
ISSN: 0899-1847
HOMEPAGE: http://www.pccomputing.com

RECORD TYPE: Review
REVIEW TYPE: Review
GRADE: A

Two desktop project management products, Computer Associates
International's CA-SuperProject 4.0 and Primavera **Systems** ' SureTrak
Project Manager 1.5, are reviewed. SureTrak, recommended for smaller
projects, is rated very good for its full-functioned, easy-to-use design.
SureTrak is powerful and versatile with high end scheduling and tracking
features, such as material resource handling, multiproject coordination,
and e-mail update. CA-SuperProject, rated good, is for large enterprise
projects and can handle 16,000 tasks in one project. It coordinates more
than one project and links **tasks** over disparate projects. **Tracking**
functions include PERT **probability** analysis, hammock tasks, and versatile
overtime modeling. New features include bubble help for toolbars and
fields, 99 undo levels, and interface improvements.

COMPANY NAME: Computer Associates International Inc (081957); Primavera
     Systems Inc (355348)
SPECIAL FEATURE: Screen Layouts Charts
DESCRIPTORS: Project Management; Scheduling; IBM PC & Compatibles
REVISION DATE: 19960630

00061185   DOCUMENT TYPE: Review

PRODUCT NAMES: MAIN/TRACKER (003960)

TITLE: Manufacturers, Others Discover Maintenance Management Software
AUTHOR: Conning, Sue
SOURCE: Systems 3X/400 Management,   v22 n2 p82(3) Feb 1994
ISSN: 1070-6097

RECORD TYPE: Review
REVIEW TYPE: Product Analysis
GRADE: Product Analysis, No Rating

Maintenance management software is a new type of application that can keep
a history of machine downtime and repairs, track spare parts, and calculate
 system performance. Some **systems** may also **project** costs,
automatically **schedule** downtime, and automate approval routing. A major
goal of these types of systems is to provide **predictive** and preventive
maintenance. One company uses SS/Elke's MAIN/TRACKER **software** to organize
maintenance **activities** , and **track** inventory for its fourteen buildings.
MAIN/TRACKER is ideal for preventive maintenance, which is much more
cost-effective than corrective maintenance in the long run. It keeps a
record of who worked where, how long it took, and what materials were used.

COMPANY NAME: System Software Associates Inc (241032)
SPECIAL FEATURE: Buyers Guides
DESCRIPTORS: Maintenance Management; Equipment Maintenance; IBM AS/400;
     Parts Ordering; Manufacturing
REVISION DATE: 19980530
?

```
   13/TI/1      (Item 1 from file: 278)
```

   TITLE: MoNA Toolkit


```
   13/TI/2      (Item 2 from file: 278)
```

   TITLE: PLAN Tactician


```
   13/TI/3      (Item 3 from file: 278)
```

   TITLE: Destiny


```
   13/TI/4      (Item 4 from file: 278)
```

   TITLE: RATE


```
   13/TI/5      (Item 5 from file: 278)
```

   TITLE: SLIM


```
   13/TI/6      (Item 1 from file: 634)
```

CONSTRUCTION INDUSTRY IS BUILDING A WEB PRESENCE


```
   13/TI/7      (Item 2 from file: 634)
```

DISPLACED AND ANGRY HIGH-TECH WORKER WHO LOST JOB TO NON-AMERICAN CONTRACT EMPLOYEE SPEAKS OUT


```
   13/TI/8      (Item 3 from file: 634)
```

JUSTICE SYSTEM FACES AUDIT AIM IS TO MAKE IT COST-EFFECTIVE


```
   13/TI/9      (Item 4 from file: 634)
```

GILROY TO VOTE ON DRAIN FEE MEASURE I: SOME ARE UPSET THE COUNCIL OK'D THE CHARGE. SIX OTHER MEASURES ALSO ARE ON TUESDAY'S BALLOT.


```
   13/TI/10      (Item 5 from file: 634)
```

SCHOOLS DRAFT BETTER PICTURE OF WHAT STUDENTS KNOW


```
   13/TI/11      (Item 6 from file: 634)
```

PROJECT GOES BEYOND THE GRADE ALTERNATIVE TRANSCRIPTS USE MORE THAN LETTERS

TO EVALUATE STUDENTS

13/TI/12   (Item 7 from file: 634)

HOW DMV SKIRTED CONTRACT BIDDING RULES STATE AUDITORS ARE TO REPORT THIS
WEEK ON AN UNUSUAL CONSULTING PACT THAT WAS PART OF A FAILED $44 MILLION
COMPUTER PROJECT.

13/TI/13   (Item 8 from file: 634)

RENOVATED COURTHOUSE GETS A DAPPER LOOK

13/TI/14   (Item 9 from file: 634)

MANAGEPRO MIGHT BE THE KEY TO EXECUTIVE SUITE

13/TI/15   (Item 1 from file: 256)

TITLE: Free Agent: Trolling for Information: Want to compete with the
big...

13/TI/16   (Item 2 from file: 256)

TITLE: A Manager's Guide to the Year 2000

13/TI/17   (Item 3 from file: 256)

TITLE: How Software Estimation Tools Work

13/TI/18   (Item 4 from file: 256)

TITLE: When is Project Management Like Driving To New York City?

13/TI/19   (Item 5 from file: 256)

TITLE: An Information Architecture for Risk   Assessment and Management

13/TI/20   (Item 6 from file: 256)

TITLE: IS managers need to start tackling date headache

13/TI/21   (Item 7 from file: 256)

TITLE: Open Plan Professional delivers planning power

13/TI/22   (Item 8 from file: 256)

TITLE: Low-Cost Software Can Undermine PM Practices

13/TI/23   (Item 9 from file: 256)

**TITLE: Radar 4.0/Keep Your AppleTalk Network in Hand with Sonic
Systems'...**

13/TI/24   (Item 10 from file: 256)

TITLE: Change Management Eases Complex Projects

13/TI/25   (Item 11 from file: 256)

TITLE: Helping to repair the Twin Towers

13/TI/26   (Item 12 from file: 256)

TITLE: Welcom project manager blends advanced analysis features, GUI
?

13/5/5   (Item 5 from file: 278)
DIALOG(R)File 278:Microcomputer Software Guide
(c) 2000 Reed Elsevier Inc. All rts. reserv.

   0005244
   0005244XX   STATUS: ACTIVE ENTRY
   TITLE: SLIM
   VERSION: 4.0
   RELEASE DATE: 07/1988
   COMPATIBLE HARDWARE: IBM PC family and compatibles
   MICROPROCESSOR TYPE: Full support at no further charge
   OPERATING SYSTEM(S) REQUIRED: Windows 3.1, Windows 95 & Windows NT
   PRICE INFORMATION:
   Other Contact publisher for price
   ANNOTATION: Management Tool Used for Estimating, Planning & Controlling
Large Software Development Projects. Designed to Help Companies Plan Before
Project Begins & Avoid Cost Overruns & Schedule Slippages That Come As a
Result of Poor Planning & Unreasonable Expectations. Features Extensive
Reliability Prediction Function & Built-In Risk Assessment
   DESCRIPTORS: PROGRAMMING TOOLS - DEVELOPMENT TOOLS
   DESCRIPTOR CODES: 20000200
   PUBLISHER: Quantitative Software Management, Incorporated; Quant SW Mgmt
(0-926426)

   ADDRESS: 2000 Corporate Ridge, Suite 900
            McLean, VA 22102
   TEL.: 703-790-0055
   SAN: 284-1282
?

MANAGEPRO MIGHT BE THE KEY TO EXECUTIVE SUITE
San Jose Mercury News (SJ) --Sunday, July 25, 1993
By: JAMES COATES, Chicago Tribune
Edition: Morning Final Section: Computing Page: 7F
Word Count: 796

MEMO:
Chicago Tribune computer writer James Coates can be reached on the Internet
at jcoates1(at)aol.com.

 SETTING THE RECORD STRAIGHT (publ. 8/1/93, pg. 2F)

 The Internet address listed for Chicago Tribune computer writer James
Coates in last Sunday's Computing section was misleading. Coates can be
reached on the Internet at jcoates1@aol.com.

TEXT:
Chicago - This column needs a warning posted right at the top.

   After joining the Chicago Tribune 26 years ago as a young newspaper
writer, the author has clawed his way through the corporate ranks: Today he
is an old newspaper writer.

Clearly I am not the best source of advice for rising to the top of the
corporate food chain.

   But I might have been much higher up the pecking order today if Norm Wu,
president of Avantos Performance Systems Inc., had been around with his
ManagePro software package back in my salad days of bell-bottom pants and
paisley neckties.

   You might call ManagePro "Boss in a Box." It is intended, quite frankly,
to help bosses manipulate their foot soldiers into getting results and thus
make those bosses look good to their bosses.

   "A typical user," said Wu, "will be in an executive position with 25 or
fewer people who are direct reports."

   In the world of ManagePro, humans are organized into two categories --
managers (the folks who get to use the software) and "direct reports" (the
people the software manipulates like pieces on a game board).
   Wu explained, "It really doesn't matter how high or how low you are on
the organization chart; nobody can handle many more than 25 direct reports.
Even a CEO can't deal with more than 25 or so people like that."

   The **program** combines features of **project -management software** and
of the personal information **manager** , or PIM, programs that many computer
owners use to keep appointment calendars, to-do lists and so on.

   The project-management part of ManagePro tracks the big picture by
continually updating timelines and assignment lists, displaying deadlines
and the group's progress in graphics.

   Simultaneously, the PIM modules keep running files on each person deemed
a "direct report" on the project being tracked. The PIM chronicles the
employee's successes, failures, discipline problems and such.

   As each reading is taken on progress, the boss gets advice about what to
do next. The advice comes in windows that pop up on-screen and are based on
the theories of efficiency experts.

Specifically, Wu has drawn on the management techniques of two IBM-affiliated personnel experts, William Benson and Edward Kappus, who operate a consulting company called Management Strategies International.

Benson and Kappus' book, "Managing People: Your Competitive Edge in the 1990s," is included with the software. Much of the text from the book is printed in the numerous help screens that come up while operating ManagePro.

You might keep a running file on a guy named "Dick," for example, and use the computer to make sure that he meets all deadlines. The computer then will determine whether his work is sufficient to keep the whole team on track toward the goal at hand.

If Dick misses a deadline, or comes in late with a whiff of the bubbly on his breath, you can note the event in his file. You will thus produce a record of each infraction that can be printed out when the time comes for a salary review or worse.

In each case the program will give you advice from Benson and Kappus on how to handle whatever problem surfaces. Tips are given on handling everything from workers with acute drug problems to how to stage an employee-recognition lunch.

The program operates under Microsoft Windows and has a suggested retail price of $395. The Emeryville company's spokeswoman said a Macintosh version will be available in September.

Wu sees great potential profits for ManagePro in the current wave of downsizing in corporate America. Cost-conscious companies tend to drop things like sending newly promoted folks to management training seminars, where they used to learn the techniques that the software supplies via machine.

Sitting on a stool in front of a 486SX-25 clone, Wu gave a quick test drive. He brandished a sophisticated system in which icons representing each employee and each task are color-coded.

For example, as Dick's performance begins to slip, his icon might start out green, then change to yellow and finally turn red. **Managers** thus can spot **problems** before they become crises and nip trouble in the bud, said Wu, himself a former management consultant for Bain & Co. in Boston.

He explained that he produced ManagePro in an effort to make available to smaller companies and to individual managers the sort of advice that Bain & Co. gave to corporate clients who hired the consultants to train newly promoted managers.

DESCRIPTORS: MANAGEMENT; COMPUTER; SOFTWARE

13/9/17   (Item 3 from file: 256)
DIALOG(R)File 256:SoftBase:Reviews,Companies&Prods.
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00111023   DOCUMENT TYPE: Review

PRODUCT NAMES: SPQR/20 (719048); Checkpoint (487601); KnowledgePLAN (676527); SLIM (644617)

TITLE: How Software Estimation Tools Work
AUTHOR: Jones, Capers
SOURCE: Application Development Trends,   v5 n7 p43(4) Jul 1998
ISSN: 1073-9564
HOMEPAGE: http://www.spgnet.com

RECORD TYPE: Review

REVIEW TYPE: Product Analysis
GRADE: Product Analysis, No Rating

Software Productivity Research's SPQR/20, Checkpoint, and KnowledgePLAN,
and Quantitative Software Management's SLIM are highlighted in a discussion
of the ways in which software estimation tools operate. The important
characteristics of software estimation tools are described, and the
difference between macro and estimation is explained. Macro estimation
describes complete projects in terms of relative amounts of effort and
scheduling provided for each phase; micro estimation deals with particular
activities separately. The three basic equations of software estimation are
also discussed; they are assignment scopes, production rates, and
schedules. The major features of commercial software estimation tools
include the following attributes: sizing logic for specifications, source
code, and test cases; phase-level, activity level, and task-level
estimation; support for function point metrics and older lines of code
(LOC) metrics; support for specialized metrics, including object-oriented
metrics; support for backfiring or conversion between LOC and function
points; and quality and reliability estimation, along with cost and
schedule estimation. More advanced functions include quality/reliability
estimation; **risk** /value **analysis** ; measurement modes for collection of
historical data; cost/time to finish estimates that mix historical data
with projected data; support for software process; and statistical analysis
of multiple projects and portfolio analysis. Other topics covered include
the history of the commercial software estimation industry.

COMPANY NAME: Software Productivity Research Inc (576824); Quantitative
      Software Management Inc (QSM) (550981)
SPECIAL FEATURE: Charts
DESCRIPTORS: Project Cost Estimating; **Software** Cost Estimating; **Program**
      Development Aids; **Software** Testing; **Scheduling** ; Language
      Processors; **Project**   **Management** ; IDEs
REVISION DATE: 19990830

 13/9/18   (Item 4 from file: 256)
DIALOG(R)File 256:SoftBase:Reviews,Companies&Prods.
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00106515   DOCUMENT TYPE: Review

PRODUCT NAMES: CA-SuperProject/Net 1.0 (689114); CA-SuperProject 4.0
(407658); PLATINUM Paradigm Plus (601446); PLATINUM CCC/Harvest (480207);
PLATINUM Process Continuum (644323)

TITLE: When is Project Management Like Driving To New York City?
AUTHOR: Frye, Colleen
SOURCE: Application Development Trends,   v4 n12 p43(7) Dec 1997
ISSN: 1073-9564
HOMEPAGE: http://www.spgnet.com

RECORD TYPE: Review
REVIEW TYPE: Product Analysis
GRADE: Product Analysis, No Rating

Computer Associates International's CA-SuperProject/Net 1.0 and
SuperProject 4.0 and PLATINUM technology's PLATINUM Paradigm Plus, PLATINUM
CCC/Harvest, and PLATIMUM Process Continuum are products highlighted in a
discussion of the challenges of **project   management** . **Software   project**
 management depends entirely on speed, rather than distance, says an
expert in software measurement and economics. The IT manager must monitor
progress and know when to speed up or slow down activities, but too often
the project management products used are tracking the wrong markers. This
could be the reason that, according to a study on project failures and
successes, the average duration of overrun for a software development
project was determined to be 222 percent, and the average cost overrun was

189 percent of the initial cost estimate. Managers must learn to **manage risk** , say this and other experts, and tools should be flexible enough to easily manage changes in the project's progress. Some in the industry describe supporting tools as a migration toward an application development or delivery infrastructure. One tool that performs as the infrastructure so that other tools can communicate, says an analyst, can substantially enhance successful project tracking. SuperProject/Net 1.0 and SuperProject 4.0 attempt to include more of the organization in project management by including a Web browser interface, while PLATINUM's modules are integrated to create an infrastructure solution.

COMPANY NAME: Computer Associates International Inc   (081957)
SPECIAL FEATURE: Graphs Buyers Guides
DESCRIPTORS: **Project   Management** ; Network **Software** ; Groupware;
   Project Cost Estimating
REVISION DATE: 19990630

13/9/19   (Item 5 from file: 256)
DIALOG(R)File 256:SoftBase:Reviews,Companies&Prods.
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00103513   DOCUMENT TYPE: Review

PRODUCT NAMES: RAMP   (672211)

TITLE: An Information Architecture for Risk   Assessment **and Management**
AUTHOR: Garvey, Paul Phair, Douglas J Wilson, John A
SOURCE: IEEE Software,   v14 n3   p25(10) May/Jun 1997
ISSN: 0740-7459
HOMEPAGE: http://computer.org/softare

RECORD TYPE: Review
REVIEW TYPE: Product Analysis
GRADE: Product Analysis, No Rating

Mitre Corporation created RAMP (**Risk   Assessment** & Management Program),
a **risk** management information system, to allow managers to leverage experience gained from other projects. Modern systems have grown increasingly complex and expensive, and a program manager's ability to **manage   risk** has become more difficult. This complexity makes it easy to repeat past mistakes. Ideally, managers should be able to access a centralized resource of knowledge to avoid making these mistakes. According to the authors, who are Mitre employees, RAMP lets authorized users gain access to various risk mitigation experiences from locations anywhere in the world. RAMP holds a database of project risks and mitigation strategies, and several links to risk-relevant resources and Web contacts. The integrated system lets users browse and query the information resources, query experts via e-mail, examine risk information templates, and create custom portfolios of similar projects. Running on Mitre's intranet, the RAMP home page connects to all of the major RAMP areas. The RiskCheck! application gives users intelligent risk suggestions, helping users find projects similar to their own and examine the risks that these projects faced. This works by first allowing the user to input the attributes of the technologies being used on the current project. The utility then uses a matching algorithm to find projects that are similar, and identifies potential risk areas.

COMPANY NAME: MITRE Corp   (605158)
SPECIAL FEATURE: Charts Screen Layouts
DESCRIPTORS: **Risk   Analysis** ; EIS (Executive Information **Systems**);
    Decision Support **Systems** ; **Project   Management**
REVISION DATE: 19991030

13/9/21   (Item 7 from file: 256)

File   77:Conference Papers Index 1973-2000/Jul
        (c) 2000 Cambridge Sci Abs
File   35:Dissertation Abstracts Online 1861-2000/Jul
        (c) 2000 UMI
File 583:Gale Group Globalbase(TM) 1986-2000/Aug 30
        (c) 2000 The Gale Group
File   2:INSPEC 1969-2000/Aug W4
        (c) 2000 Institution of Electrical Engineers
File   65:Inside Conferences 1993-2000/Aug W4
        (c) 2000 BLDSC all rts. reserv.
File 233:Internet & Personal Comp. Abs. 1981-2000/Aug
        (c) 2000 Info. Today Inc.
File   99:Wilson Appl. Sci & Tech Abs 1983-2000/Jul
        (c) 2000 The HW Wilson Co.

Set   Items   Description
S1   11705   (PROJECT? ? OR ACTIVIT???)(3N)(MANAG????? OR PLAN???? OR S-
                  CHEDUL??? OR ORGANI?????? OR ASSESSMENT)(3N)(SOFTWARE OR PROG-
                  RAM? ? OR APPLICATION? ? OR SYSTEM? ? OR TOOL? ?)
S2   972021   TASK?? OR ACTIVIT??? OR JOB?? OR ASSIGNMENT??
S3   20533   S2(3N)(DESCRIB??? OR DESCRIPT???? OR IDENTIFI??????? OR PH-
                  RASE? ? OR VERB? ? OR ADJECTIVE? ? OR ADVERB? ? OR ACTION? ? -
                  OR SUMMARI???? OR CATEGOR??? OR CONCEPT? ?)
S4   14596   (S2 OR PROGRESS???)(3N)(MONITOR??? OR TRACK??? OR OBSERV??-
                  ?)
S5   941   S4(S)(PREDICT???? OR PROBABILIT???)
S6   199632   (ASSESS???? OR EVALUATI??? OR ANALY???? OR MANAG???)(3N)(R-
                  ISK? ? OR EXPECTATION? ? OR CHURN OR PROBLEM? ? OR TREND? ? OR
                  PATTERN? ? OR RESULT? ? OR OUTCOME? ?)
S7   936   (MODIF??? OR CHANGE? ? OR REVIS?? OR ALTER?? OR REDEFINE? -
                  ?)(5N)(DATE)
S8   113   S4(5N)DYNAMIC????
S9   4   S1 AND S8
S10   0   S1 AND CHURN
S11   2781   EXPECTATION? ?(5N)RESULT? ?
S12   4   S1 AND S11
S13   5469   (SUMMARI???? OR PREDICT????)(3N)(PROBLEM? ? OR INEFFICIENC-
                  ???)
S14   8   S1 AND S13
S15   8   RD (unique items)
S16   14   S1 AND S5
S17   13   RD (unique items)
S18   13   S17 NOT S15
S19   0   S4(S)(TARGET(W)DATE)
S20   1   S4(S)(END? ?(3N)DATE)
?

all considered

04368471   INSPEC Abstract Number: C9304-0310F-020
 Title: Software process modeling support for management planning and control
   Author(s): Kellner, M.I.
   Author Affiliation: Software Eng. Inst., Carnegie Mellon Univ., Pittsburgh, PA, USA
   Conference Title: Proceedings. First International Conference on the Software Process. Manufacturing Complex Systems (Cat. No.91TH0418-4)   p. 8-28
   Editor(s): Dowson, M.
   Publisher: IEEE Comput. Soc. Press, Los Alamitos, CA, USA
   Publication Date: 1991   Country of Publication: USA   viii+234 pp.
   ISBN: 0 8186 2490 6
   U.S. Copyright Clearance Center Code: 0 8186 2490 6/91/0000/0008$01.00
   Conference Sponsor: Rocky Mountain Inst. Software Eng.; IEEE; ACM; British Comput. Soc.; IEE; Software Eng. Assoc. Japan
   Conference Date: 21-26 Oct. 1991   Conference Location: Redondo Beach, CA, USA
   Language: English   Document Type: Conference Paper (PA)
   Treatment: Practical (P)
   Abstract: This paper demonstrates the application of a specific **software** process modeling approach to certain key managerial **activities** : ex ante **planning** , **monitoring** and recording **progress** , and **dynamic** replanning. A realistic example process, with assumed task durations and outcomes, forms the foundation for the illustrations. Automated, quantitative simulations are used to derive schedules, required work effort, and required staffing profiles. Cases of both point estimates (deterministic modeling) and uncertain estimates (stochastic modeling) are discussed, and resource constraints are also considered. This modeling approach is shown to offer distinct advantages over traditional project management approaches such as the critical path method and PERT. (24 Refs)
   Descriptors: project management; project support environments
   Identifiers: software process modelling support; management planning and control; monitoring; dynamic replanning; quantitative simulations; stochastic modeling
   Class Codes: C0310F (Software development management); C6110B (Software engineering techniques)

15/TI/1   (Item 1 from file: 583)

EU tax plans under attack
   EUROPE: **PROBLEMS   PREDICTED** FOR TAX UNIFICATION

15/TI/2   (Item 1 from file: 2)

 Title: **Neurofuzzy systems applied to tool life prediction for single point
cutting tools**

15/TI/3   (Item 2 from file: 2)

 Title: **Possibilities of using Java in the real-time systems development**

15/TI/4   (Item 3 from file: 2)

 Title: **Metrics for database systems: an empirical study**

15/TI/5   (Item 4 from file: 2)

 Title: **Comparison of conventional approaches and soft-computing approaches
for software quality prediction**

15/TI/6   (Item 5 from file: 2)

 Title: Managing   system **integration**   projects **by using formal**
languages

15/TI/7   (Item 6 from file: 2)

 Title: **Evaluation of software dependability based on stability test data**

15/TI/8   (Item 7 from file: 2)

  Title: ·**How**   project   management   software **improves network**
implementation
?

15/5/5   (Item 4 from file: 2)
DIALOG(R)File   2:INSPEC
(c) 2000 Institution of Electrical Engineers. All rts. reserv.

5753357   INSPEC Abstract Number: C9712-6110B-086
 **Title: Comparison of conventional approaches and soft-computing approaches
for software quality prediction**
   Author(s): Baisch, E.; Liedtke, T.
   Author Affiliation: Alcatel Telecom, Stuttgart, Germany
   Conference Title: 1997 IEEE International Conference on Systems, Man, and
Cybernetics. Computational Cybernetics and Simulation (Cat. No.97CH36088-5)
Part vol.2   p.1045-9 vol.2
   Publisher: IEEE, New York, NY, USA
   Publication Date: 1997 Country of Publication: USA   5 vol. 4535 pp.
   ISBN: 0 7803 4053 1   Material Identity Number: XX97-02538
   U.S. Copyright Clearance Center Code: 0 7803 4053 1/97/$10.00
   Conference Title: 1997 IEEE International Conference on Systems, Man, and
Cybernetics. Computational Cybernetics and Simulation
   Conference Sponsor: Syst., Man, & Cybernetics Soc. IEEE
   Conference Date: 12-15 Oct. 1997   Conference Location: Orlando, FL, USA
   Language: English   Document Type: Conference Paper (PA)
   Treatment: Practical (P)

   Abstract: **Managing   software** development and maintenance **projects**
requires early knowledge about quality and effort needed for achieving a
necessary quality level. Quality prediction models can identify outlying
software components that might cause potential quality **problems** . Quality
 prediction is based on experience with similar predecessor projects
constructing a relationship between the output-usually the number of
errors-and some kind of input-here we use complexity metrics-to the quality
of a software development project. Two approaches are presented to build
quality prediction models: multilinear discriminant analysis as one example
for conventional approaches and fuzzy expert-systems generated by genetic
algorithms. Using the capability of genetic algorithms, the fuzzy rules can
be automatically generated from example data to reduce the cost and improve
the accuracy. The generated quality model-with respect to changes-provides
both quality of fit (according to past data) and predictive accuracy
(according to ongoing projects). The comparison of the approaches gives an
answer on the effectiveness and the efficiency of a soft-computing
approach. (4 Refs)
   Descriptors: expert systems; fuzzy set theory; genetic algorithms;
software development management; software maintenance; software quality;
statistical analysis
   Identifiers: conventional approaches; soft-computing approaches; software
quality prediction; software development; maintenance projects; complexity
metrics; multilinear discriminant analysis; fuzzy expert systems; genetic
algorithms
   Class Codes: C6110B (Software engineering techniques); C1180 (
Optimisation techniques); C0310F (Software development management); C1140Z
(Other topics in statistics); C1160 (Combinatorial mathematics); C6170 (
Expert systems)

15/5/8   (Item 7 from file: 2)
DIALOG(R)File   2:INSPEC
(c) 2000 Institution of Electrical Engineers. All rts. reserv.

03278578   INSPEC Abstract Number: B89004188, C89004778
  Title: How   project   management   software   **improves   network
implementation**
  Author(s): Forsdick, B.
  Author Affiliation: Hoskyns Group plc, London, UK
  Conference Title: Network Management. Proceedings of the International
Conference   p.51-7
  Publisher: Blenheim Online, Pinner, UK
  Publication Date: 1988   Country of Publication: UK   x+333 pp.
  ISBN: 0 86353 140 7
  Conference Date: June 1988   Conference Location: London, UK
  Language: English   Document Type: Conference Paper (PA)
  Treatment: General, Review (G)

  Abstract: Implementing networks involves managing many interdependent
tasks undertaken by a variety of people, usually to a tight timetable and
with limited resources-the classic project management problem. The author
discusses how the responsibilities of the project manager include planning
the project and considering alternatives; documenting plans; identifying
the key issues; responding to changes priorities to keep the plan up to
date and realistic. But his real job is to **manage** the installation. With
good **project   management   software** , the vast majority of **planning** ,
measurement, reporting and replanning is done quickly on his PC, freeing
his time to manage the really key issues, and control the quality; and he
will do so in good time because his **project   managing   software** is
helping him to **predict** the likely schedule **problems** . In short he will
be visibly in control of his project. (0 Refs)
  Descriptors: management; telecommunication networks
  Identifiers: installation management; quality control; scheduling;
project   management   software ; network implementation; interdependent
tasks; planning; documenting plans; measurement; reporting; replanning
  Class Codes: B6210   (Telecommunication applications); B0140   (
Administration and management); C7410F (Communications)
?

17/TI/1   (Item 1 from file: 35)

DROPPING OUT OF TREATMENT AMONG THE HOMELESS (SUBSTANCE ABUSE)

17/TI/2   (Item 2 from file: 35)

VAPOR-LIQUID EQUILIBRIUM OF HIGHLY NON-IDEAL, AQUEOUS-ORGANIC SYSTEMS AND A
COMPUTER MODEL FOR MASS TRANSPORT IN GRAVITY FLOW NETWORKS   (WASTEWATER)

17/TI/3   (Item 3 from file: 35)

COMPUTERIZED LIFE CYCLE ADVISING, MONITORING, AND PREDICTING (CLAMP)
(SOFTWARE ENGINEERING, RULE-BASED SYSTEM, UNIX)

17/TI/4   (Item 4 from file: 35)

THE MANAGERIAL BEHAVIOR OF HIGH SCHOOL PRINCIPALS

17/TI/5   (Item 1 from file: 2)

 Title: Optimising maintenance functions by ensuring effective management
of your computerised maintenance management system

17/TI/6   (Item 2 from file: 2)

 Title: Qualitative and quantitative reliability assessment

17/TI/7   (Item 3 from file: 2)

 Title: The need for a cooperative model: the Adele/Tempo experience

17/TI/8   (Item 4 from file: 2)

 Title: Intelligent agents for network management

17/TI/9   (Item 5 from file: 2)

 Title: PIMS: an integrated environment for supporting project managers

17/TI/10   (Item 6 from file: 2)

Title: Managing software **development** projects

17/TI/11   **(Item 7 from file: 2)**
DIALOG(R)File   2:(c) 2000 Institution of Electrical Engineers. All rts.
reserv.

Title: Data management system for predictive maintenance programs

17/TI/12   **(Item 8 from file: 2)**
DIALOG(R)File   2:(c) 2000 Institution of Electrical Engineers. All rts.
reserv.

Title: Management techniques to control software development

17/TI/13   **(Item 1 from file: 233)**
DIALOG(R)File 233:(c) 2000 Info. Today Inc. All rts. reserv.

Midpriced with many features

03625187   INSPEC Abstract Number: C90031213
 Title: Managing software **development** projects
 Author(s): Blaney, J.
 Author Affiliation: Project Software & Dev. Inc., Cambridge, MA, USA
 Conference Title: Proceedings of the 1989 PMI Annual Seminar/Symposium.
Project Management. The International Language   p.410-17
 Publisher: Project Manage. Inst, Drexel Hill, PA, USA
 Publication Date: 1989   Country of Publication: USA   xxvii+745 pp.
 Conference Date: 7-11 Oct. 1989   Conference Location: Atlanta, GA, USA
 Language: English   Document Type: Conference Paper (PA)
 Treatment: Practical (P)

 Abstract: There are some specific issues that the **project**   **manager** in
the **software** development industry must be aware of. A methodology,
whether formal or informal, must be used to identify the tasks that make up
the project. When estimating the duration of an activity, it is much easier
to obtain three durations from a technical manager than it is to obtain
one. Contingency factors based upon the type of **activity** and the **track**
record of the manager providing the estimate must be added to the duration.
As the project moves forward, it is important to **monitor** and control its
 progress . Keeping especially tight control of the final integration and
testing phase is critical to bringing the **project** in on time. **Project**
 management   **software** that supports probabilistic risk analysis must be
used to **predict** a realistic project completion date. Technical managers
look at the schedule from a different perspective than traditional planners
or schedulers do. To be effective and gain technical manager support,
reports must be generated in a format technical managers understand. (7
 Refs)
 Descriptors: DP management; project engineering; software engineering
 Identifiers: project management; task identification methodology;
activity duration estimation; contingency factors; project monitoring;
report format; software development projects; technical manager;
integration; testing phase; probabilistic risk analysis; project completion
date; schedule
 Class Codes: C0310F (Software development management)

00206900   89PK12-222
  Midpriced with many features
   Van Name, Mark L;   Catchings, Bill; Erickson, Michelle;   Harty, Paul
  PC WEEK , December 18, 1989 , v6 n50 p33, 36, 2 Pages
   ISSN: 0740-1604
   Languages: English
   Document Type: Software Review
   Grade (of Product Reviewed): B
   Geographic Location: United States
   Presents a favorable review of **Task   Monitor** -PC v5.1 ($1,190
including $295 resources option), a PC **project -management** package from
Monitor **Software** of Los Altos, CA (800). Says it can handle an unlimited
number of activities per project and an unlimited number of subprojects;
allows users to share resources across projects; employs risk-analysis
techniques to assess the **probability** that a project will be completed on
schedule; can import and export ASCII and delimited ASCII files, as well as
files in Lotus 1-2-3 format. However, it allows only limited modification
of existing reports, and lacks a tutorial. (irl)
   Descriptors: **Project   Management ;   Software** Review
   Identifiers: Task Monitor-PC; Monitor Software
?

```
File    9:Business & Industry(R) Jul/1994-2000/Sep 01
          (c) 2000 Resp. DB Svcs.
File  623:Business Week 1985-2000/Aug W3
          (c) 2000 The McGraw-Hill Companies Inc
File  810:Business Wire 1986-1999/Feb 28
          (c) 1999 Business Wire
File  624:McGraw-Hill Publications 1985-2000/Aug 31
          (c) 2000 McGraw-Hill Co. Inc
File  813:PR Newswire 1987-1999/Apr 30
          (c) 1999 PR Newswire Association Inc
File  636:Gale Group Newsletter DB(TM) 1987-2000/Sep 01
          (c) 2000 The Gale Group
File  621:Gale Group New Prod.Annou.(R) 1985-2000/Aug 30
          (c) 2000 The Gale Group
File   20:World Reporter 1997-2000/Sep 01
          (c) 2000 The Dialog Corporation plc
```

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Set      Items    Description
S1       48273    (PROJECT? ? OR ACTIVIT???)(3N)(MANAG????? OR PLAN???? OR S-
                  CHEDUL??? OR ORGANI??????? OR ASSESSMENT)(3N)(SOFTWARE OR PROG-
                  RAM? ? OR APPLICATION? ? OR SYSTEM? ? OR TOOL? ?)
S2     2873827    TASK?? OR ACTIVIT??? OR JOB?? OR ASSIGNMENT??
S3       27253    S2(3N)(DESCRIB??? OR DESCRIPT???? OR IDENTIFI??????? OR PH-
                  RASE? ? OR VERB? ? OR ADJECTIVE? ? OR ADVERB? ? OR ACTION? ? -
                  OR SUMMARI???? OR CATEGOR??? OR CONCEPT? ?)
S4       46498    (S2 OR PROGRESS???)(3N)(MONITOR??? OR TRACK??? OR OBSERV??-
                  ?)
S5         420    S4(S)(PREDICT???? OR PROBABILIT???)
S6      196838    (ASSESS???? OR EVALUATI??? OR ANALY???? OR MANAG???)(3N)(R-
                  ISK? ? OR EXPECTION? ? OR CHURN OR PROBLEM? ? OR TREND? ? OR -
                  PATTERN? ? OR RESULT? ? OR OUTCOME? ?)
S7       29305    (MODIF??? OR CHANGE? ? OR REVIS?? OR ALTER?? OR REDEFINE? -
                  ?)(3N)(DATE)
S8           0    S1 AND S3 AND S5 AND S6
S9          11    S1 AND S5
S10        (11)   RD (unique items)
S11       5424    (SUMMARI???? OR ASSESS????)(5N)(PROBLEM? ? OR INEFFICIENC?-
                  ?? OR UNFORESEEN)
S12          3    S1 AND S4 AND S11
S13        102    S1 AND S11
S14         25    S1(S)S11
S15        (17)   RD (unique items)
S16         25    S13 AND S1/DE
S17         22    RD (unique items)
S18       3818    (RESULT? ? OR ACCOMPLISHMENT? ?)(5N)DIFFERENT(5N)(PLAN??? -
                  OR GOAL? ? OR TARGET? ? OR EXPECTATION? ?)
S19         38    S1 AND S18
S20        (21)   RD (unique items)
S21          0    RESULT? ?(3N)(VS OR VERSUS)(3N)EXPECATION? ?
S22         25    RESULT? ?(3N)(VS OR VERSUS)(3N)EXPECATION? ?
S23          0    S1 AND S22
S24       9315    EVALUAT???(3N)(RESULT? ? OR CHURN? ? OR OUTCOME? ?)
S25        131    S1 AND S24
S26         24    S1/DE AND S24
S27        (22)   RD (unique items)
?
```

All considered

10/TI/1   (Item 1 from file: 9)

Creating Order From Chaos

10/TI/2   (Item 1 from file: 636)

Simulus appoints Jayne Everson to lead UK sales expansion; Former Sequent
 (IBM) Account Manager joins Simulus in key business development role.

10/TI/3   (Item 2 from file: 636)

SIMULUS: New simulation software predicts SAP performance.

10/TI/4   (Item 3 from file: 636)

SIMULUS: Hot UK start-up changes the rules for enterprise systems
 performance management.

10/TI/5   (Item 4 from file: 636)

SIMULUS: Simulus launches SIMperformer for Oracle.

10/TI/6   (Item 5 from file: 636)

-INS: INS launches new packaged solutions to increase effectiveness of
 enterprise-wide business apps.

10/TI/7   (Item 6 from file: 636)

Attempting to assess the scope of software projects

10/TI/8   (Item 7 from file: 636)

GOVERNMENT PROGRAMS--NASA (3)

10/TI/9   (Item 8 from file: 636)

Industry Review H&R Co., wins $1M Aerostat concept definition contract

10/TI/10   (Item 9 from file: 636)

ATEX RELEASES NEXT GENERATION ADVERTISING SYSTEM

10/TI/11   (Item 1 from file: 20)

SIMULUS: Simulus appoints Jayne Everson to lead UK sales expansion; Former
   Sequent   (IBM) Account Manager joins Simulus in key business development
   role
?

17/TI/1   (Item 1 from file: 810)

Lexington Software Associates Opens New Headquarters; Expands Staff to Accommodate Growing SCM Market

17/TI/2   (Item 2 from file: 810)

Lexington Software Associates Appoints SCM Pioneer Paul Levine to Board of Directors

17/TI/3   (Item 3 from file: 810)

Lexington Software Associates Launches Customized Training Courses to Enhance SCM Solutions

17/TI/4   (Item 4 from file: 810)

Lexington Software Associates Appoints Tom Jin as CTO; Former Cambridge Technology Partners Lead Internet Architect Joins Team to Enhance SCM Offerings

17/TI/5   (Item 5 from file: 810)

Symantec Markets Viasoft's OnMark 2000 Assess To Address Year 2000 Problem on Desktops; Retail and Corporate Versions of OnMark 2000 Assess to be Sold as Norton 2000

17/TI/6   (Item 6 from file: 810)

Software Estimation Luminary Capers Jones Publishes Book On Cost Estimating

17/TI/7   (Item 7 from file: 810)

Lexington Software Associates Secures Equity Financing Agreement

17/TI/8   (Item 8 from file: 810)

Year 2000 Wire/ Thinking Tools Announces Think 2000 Version 2.0; Y2K Risk Assessment Solution Now Offers Supply Chain Support; Link to Microsoft Project

17/TI/9   (Item 9 from file: 810)

Lexington Software Associates Selected as Rational Software Educational Solutions Provider

17/TI/10   (Item 10 from file: 810)

Powerful New Windows NT & ActiveX Object Technology Implementation

17/TI/11   (Item 11 from file: 810)

Business Wire Recap

17/TI/12   (Item 12 from file: 810)

BlackHawk to provide Year 2000 solutions to government agencies

17/TI/13   (Item 13 from file: 810)

PLATINUM technology delivers answers beyond Year 2000

17/TI/14   (Item 14 from file: 810)

Softlab announces Maestro II Redevelopment Team Workstation 2.1

17/TI/15   (Item 1 from file: 624)

REGION I PPRs COME OUT; THREE OSTIs PLANNED; MAINTENANCE ALSO TARGETED

17/TI/16   (Item 2 from file: 624)

EXHIBITOR PROFILES

17/TI/17   (Item 3 from file: 624)

NUCLEAR PLANTS ON TRACK TO FIX Y2K COMPUTER PROBLEMS, NERC SAYS

17/TI/18   (Item 4 from file: 624)

ICAO Develops 'Action Plan' For Year 2000 Computer Problems

17/TI/19   (Item 5 from file: 624)

EQUIPMENT/SERVICES ROUNDUP: What did you miss at Power-Gen '96? The
   following summaries are taken from exclusive interviews conducted by
   our editors at the show. Take an `armchair tour' of select company
   booths highlighting new and existing products, systems, and services
   that distinguish these companies in the highly competitive electric
   power market. The interviews cover a wide range of power-generation
   applications--including utility, industrial, independent power, and
   cogeneration plants. Both domestic and international firms are
   represented.

17/TI/20   (Item 6 from file: 624)

AGING FACILITIES FORCE INOVATION

17/TI/21   (Item 7 from file: 624)

Lockheed Expert System to Allow Real-Time Evaluation of Shuttle Fueling

17/TI/22   (Item 8 from file: 624)

 Software **Lets Aerospace** Managers   Schedule, **Track Complex** Projects
?

27/TI/1   (Item 1 from file: 810)

Tera Installs Four-processor System At San Diego Supercomputer Center;
    Upgrades Tera MTA-2 to MTA-4

27/TI/2   (Item 2 from file: 810)

HAHT Software Launches Unique Knowledge Transfer Tool; Free, Web-Based
    Evaluation Guide Provides Customer Project Analysis

27/TI/3   (Item 3 from file: 810)

Intraware Launches COMPARISCOPE--The leading Online Research and Evaluation
    Service for Enterprise Software--in Europe

27/TI/4   (Item 4 from file: 810)

Kathryn W. Dindo Named FirstEnergy Vice President

27/TI/5   (Item 5 from file: 810)

Sanborn, Head & Associates Reports Significant Productivity Gains Using
    Environmental Software Product

27/TI/6   (Item 6 from file: 810)

SERENA Software's CDF 3.1 simplifies merging and reconciliation for Year
    2000 conversion projects

27/TI/7   (Item 7 from file: 810)

Solomon Software Announces First "Designed For Solomon IV" Logo Product

27/TI/8   (Item 8 from file: 810)

Testing of Top Ten Multimedia Edutainment Titles Shows Software Publishers
    Need to Improve Quality

27/TI/9   (Item 9 from file: 810)

HP Presents Awards to Government Agencies for Innovative Use of Technology;
    HP Honors Four Agencies with the Ninth Annual High Technology
    Application Awards

27/TI/10   (Item 10 from file: 810)

BRUNEX GOLD RESOURCES LTD. ANNOUNCES COMPLETION OF ACQUISITION

27/TI/11   (Item 11 from file: 810)

Sequent expands services to support Open Enterprise Solutions; Open Systems
    Migration and Networking Services added to offerings

27/TI/12   (Item 12 from file: 810)

Hartford Seminar offers case studies in competitive intelligence from
    leading American corporations

27/TI/13   (Item 13 from file: 810)

DeVRY Inc. reports financial results

27/TI/14   (Item 1 from file: 624)

United Taps Broadbase In Schedule Automation Effort

27/TI/15   (Item 2 from file: 624)

FIRSTENERGY TAPS FORMER CALIBER EXEC TO HEAD ESCO, NATURAL GAS BUSINESSES

27/TI/16   (Item 3 from file: 624)

ABSTRACTS of conference papers

27/TI/17   (Item 4 from file: 624)

AGENCY RE-EVALUATING STANCE ON THERMO-LAG IN LIGHT OF CRIMINAL CHARGES

27/TI/18   (Item 5 from file: 624)

Series capacitor banks are thyristor-controlled

27/TI/19   (Item 6 from file: 624)

IG/OI NOW PART OF THERMO-LAG STORY, WHILE NRR RAISES NEW CONCERNS

27/TI/20   (Item 7 from file: 624)

Job scheduling tracks post-construction work

27/TI/21   (Item 8 from file: 624)

Scientists Examine New Ways To Conduct Space Research

27/TI/22   (Item 9 from file: 624)

USAF Focuses Development On Emerging Technologies
?

DIALOG
9/1/00

Set	Items	Description
S1	73178	(PROJECT? ? OR ACTIVIT???)(3N)(MANAG????? OR PLAN???? OR S-CHEDUL??? OR ORGANI??????? OR ASSESSMENT)(3N)(SOFTWARE OR PROG-RAM? ? OR APPLICATION? ? OR SYSTEM? ? OR TOOL? ?)
S2	3204882	TASK?? OR ACTIVIT??? OR JOB?? OR ASSIGNMENT??
S3	62323	S2(3N)(DESCRIB??? OR DESCRIPT???? OR IDENTIFI??????? OR PH-RASE? ? OR VERB? ? OR ADJECTIVE? ? OR ADVERB? ? OR ACTION? ? OR SUMMARI???? OR CATEGOR??? OR CONCEPT? ?)
S4	67560	(S2 OR PROGRESS???)(3N)(MONITOR??? OR TRACK??? OR OBSERV??-?)
S5	1037	S4(S)(PREDICT???? OR PROBABILIT???)
S6	325674	(ASSESS???? OR EVALUATI??? OR ANALY???? OR MANAG???)(3N)(R-ISK? ? OR EXPECTION? ? OR CHURN OR PROBLEM? ? OR TREND? ? OR PATTERN? ? OR RESULT? ? OR OUTCOME? ?)
S7	25445	(MODIF??? OR CHANGE? ? OR REVIS?? OR ALTER?? OR REDEFINE? ?)(3N)(DATE)
S8	74	S4(S)(DATE(5N)(COMPLET?? OR END? ? OR FINAL OR FINISHED OR TARGET))
S9	17	S1 AND S8
S10	14	RD (unique items)
S11	1427	(RESULT? ? OR ACCOMPLISHMENT? ?)(5N)(DIFFERENT)(5N)(PLAN??? OR GOAL? ? OR TARGET? ?)
S12	36	S1 AND S11
S13	30	RD (unique items)
S14	28	S2 AND S13
S15	6	S4 AND S13
S16	4620	S1 AND S4
S17	12	S16 AND CHURN
S18	11	RD (unique items)
S19	41	S16 AND RESULT? ?(5N)EXPECTATION? ?
S20	1	S16 AND (RESULT? ?(3N)(VS OR VERSUS)(3N)EXPECTATION? ?)
S21	72	S16 AND S7
S22	463	S7(3N)(COMPLET?? OR END? ? OR FINAL OR FINISHED OR TARGET? ? OR GOAL? ?)
S23	4	S16 AND S22

?

All considered

10/TI/1   (Item 1 from file: 15)

Implementation of ISO 9000 in a textile mill

10/TI/2   (Item 2 from file: 15)

Audit, act, measure: A business plan for FM

10/TI/3   (Item 3 from file: 15)

FastTrack Schedule 2.1

10/TI/4   (Item 4 from file: 15)

Scheduling for upgrade of an airline's ramp level facilities

10/TI/5   (Item 5 from file: 15)

Managing Many Projects the Easy Way

10/TI/6   (Item 6 from file: 15)

Risky Business: Good Project   Management is Both Software and
Technique

10/TI/7   (Item 1 from file: 275)

Is 2000 a budget victim?(John A Koskinen, Chmn, President's Council on Year
 2000 Conversion) (Government Activity)

10/TI/8   (Item 2 from file: 275)

Life imitates chart. (project   management   software purchasing criteria
 and use)

10/TI/9   (Item 3 from file: 275)

Small things considered: personal tools. (Applications Focus) (Microsoft
 Windows-based personal information management systems)(Software Buyer's
 Guide: Personal Information Managers: PIMs Get Graphic)

10/TI/10   (Item 4 from file: 275)

Software development project control.

10/TI/11   (Item 5 from file: 275)

Hoskyns Project Management **Workbench.** (Software **Review) (evaluation)**

10/TI/12   (Item 1 from file: 16)

**Videoconferencing picture clears up; End point devices from Polycom and
VCON really make the grade in our testing.(Hardware Review)(Evaluation)**

10/TI/13   (Item 2 from file: 16)

Quintus Introduces SalesQ for Team Selling Environment; Opportunity
  Management   System **to Complement** Activities **of Service and Support**
Departments.

10/TI/14   (Item 1 from file: 148)

**Follow-up system tracks appointments, eliminates paperwork. (Reminder
program) (column)**
?

ABSTRACT: AEC Software's FastTrack Schedule 2.1 is reviewed. It is one of
the simpler project schedulers, and its feature set is ideal for managers
who need to put together a schedule quickly and easily.

TEXT: Project schedulers come in all shapes and sizes. The simpler ones
enable you to create graphical time lines called Gantt charts to plan a
project's schedule, and then compare the **planned   schedule** to the actual
 schedule   . More complex **programs** offer resource allocation, linked
 projects   , and more chart and report formats than you can shake a stick
at. FastTrack Schedule 'is one of the simpler project schedulers, and its
feature set is ideal for managers who need to put together a schedule
quickly and easily.

FastTrack Schedule lets you customize just about every aspect of a Gantt
chart. In addition to the mundane options, such as selecting time periods
(hours, days, months, or years), hiding weekends, and selecting the start
and end dates for a project, you can design new symbols for activity bars
and milestones, and paste graphics onto a Gantt chart. You can also create
new columns for a chart--including start **date** , finish **date** , duration,
or percent **completed** --from a predefined list, or you can add a new column
for your own data, for example, expense estimates, project leaders, or
needed resources. Unlike Microsoft Project or MacProject, FastTrack
Schedule is not designed to **track** resource **assignments** .

FastTrack Schedule has a clever option for tracking user-customized values.
If you associate a column's value with an activity bar, the value displayed
in the column changes whenever you change the length of the corresponding
activity bar. This helps track linearly related project items, such as
human-resource costs (if the costs are a fixed amount per day, for
example).

As you create a Gantt chart in FastTrack Schedule, you can create a
hierarchy of tasks and subtasks, assigning start and end dates to each. The
hierarchy is similar to that created with an outliner--when you
double-click on a task, its related subtasks are hidden; you see only the
activity bars and other information for the major tasks, but not for the
subtasks. This method is useful for large projects.

One of FastTrack Schedule's more useful features is setting dependencies.
You can use either "hard" or "soft" dependencies; when you create a hard
dependency between two activities, the time period separating the two stays
the same, even if the first activity slips to a later date. A soft
dependency allows the time between the final date of the first activity and
the start date of the second activity to shrink to nothing if the first one
slips to a later date. But when the two dates become the same, any further
slippage of the first activity pushes back the start date of the second.

FastTrack Schedule does not include any scaling options for viewing Gantt
charts. When you create a large chart, you see only a small part of it on
your screen, and you have to scroll the window to see other dates or tasks.
I would prefer to select a 50 percent reduction or even a scale-to-fit
option for viewing the chart on screen.

If you're new to project management, or if you just need to create Gantt
charts for single projects, I recommend FastTrack Schedule. You can create

impressive graphical charts for presentations, as well as track a large number of activities in complex projects. But if you require more power to manage conflicts between multiple projects and resource allocation, you'll need a more comprehensive program like Microsoft Project.

COMPANY NAMES:
AEC Software Co
GEOGRAPHIC NAMES: US

DESCRIPTORS: Software reviews; Project management; Schedules
CLASSIFICATION CODES: 9120 (CN=Product specific); 5240 (CN=Software & systems); 9190 (CN=United States); 9000 (CN=Short Article)

Managing Many Projects the Easy Way
Whitson, B. Alan

ABSTRACT: Facilities managers are judged by their ability to manage multiple projects, priorities, and deadlines. Initiating projects solely upon user requests, a common practice at many companies, often undermines facilities management (FM) objectives. By devoting more attention to the set of projects before them, FM departments can actively manage the project set so that it is consistent with FM objectives and the company's strategic facilities plan. The simplest way to get started is a 3-step approach: 1. Define project types. 2. Create project milestones. 3. Develop FM standards. Each project type requires a mix of resources and management styles. Once this plan is completed, FM departments can find ways to improve performance relative to the standard through a process-oriented approach that the Japanese call kaizen. The amount of data and the need to analyze data quickly makes multiproject management an ideal computer-aided facilities management application.

TEXT: Is this your situation? Too many deadlines and too many projects, and every one a top priority. Then just when things are going smoothly and you start thinking about ways to improve your FM department's performance, a new crisis erupts, priorities change, and the scramble is on again.

In the midst of this hectic activity, you're told to cut budgets and reduce head count. And that's on top of last year's hiring freeze and budget cut.

Facilities managers are judged by their ability to manage multiple projects, priorities, and deadlines. Your organization's success and your career depend, to great degree, upon your skill in getting the right things done. On time. On budget. And with the desired result.

WHY SO MANY PROJECTS?

Most projects exist simply because users request them. The annual business plan very often has little bearing on project initiation. If there is money in the requesters' budgets or they have sufficient clout, the FM department usually lacks any option but to accept all projects.
It is common for senior management not to realize the huge volume of FM projects or know if there is sufficient capacity to support them.

Initiating projects solely upon user requests, a common practice at many companies, often undermines FM objectives. The more projects added to an

already long list of active projects, the more productivity drops, the more schedules start slipping, and the more difficult it is to keep up with the work load.

Having overcommitted their diminishing resources, most FM departments are forced to spend far too much time putting out fires and not enough time meeting FM objectives. Yet lacking accurate and timely data to monitor multiple projects, they inadvertantly slip into a never-ending cycle of fighting fires.

Most FM departments direct all their attention to individual projects. Yet no single project defines the role or success of a FM department over time; the "set" of projects does.

By devoting more attention to the set of projects, FM departments can actively manage the project set so that it is consistent with FM objectives and the company's strategic facilities plan. The simplest way to get started is a three-step approach:

* Define project types.

* Create project milestones.

* Develop FM standards.

This emphasizes the actual behavior of the system--how work gets done in your organization. It classifies the work, clarifies the project process through flowcharting, and defines user needs and expectations.

Then projects can be mapped by type, location, sponsor, costs, and budget status. By tracking them through the project process, FM executives can see where overloads occur and gaps exist. This allows more informed decisions about which projects to add and when to add them.

In turn, better sequencing of projects gives FM executives greater control in allocating and using internal and external resources. It also reveals where capabilities and processes need to he improved. Over time, FM executives can focus on developing individual and team skills and adding critical resources, such as personnel, money, time, and CAFM, to improve FM performance.

MODEL FOR MULTI-PROJECT MANAGEMENT

To get a strong grip on the number of projects, the FM department must create a plan to move out of the reactive role into a proactive one. The use of a computer speeds up the task of tracking and aids in **project management** . FMs should develop a **program** for multi- **project management** . Each firm's multi-project management model (MPMM) will vary according to specific company requirements.

The first step in creating your MPMM is to define the different types of projects handled. Defining projects by type provides useful information about how resources are allocated. It also identifies a project's internal and external constituents. With this system, projects are divided into three groups. The first two, Asset Management and User Support, are the mainstay of most FM departments. Research & Development is the third. Each group then breaks down into specific project types (see Figure 1).

Each project type requires a mix of resources and management styles. Understanding the differences helps to accurately predict the distribution of resources and allows for better planning, scheduling and reporting of project status. Here is a brief description of each type:

* Asset Management projects range from mundane repair and maintenance to the retrofit of major building systems. Projects fall into two types: maintenance and enhancement. Maintenance projects could include reroofing

or painting and caulking of an existing building. Enhancement projects involve, for instance, HVAC chiller retrofit, which can save energy, lower costs, and increase a building's investment value.

The typical asset management project is transparent to the organization. It is often completed within a few months with little disruption, and the visual changes are usually minor. Ironically, success in asset management projects often causes senior executives to overlook their demands on the resources of the FM department.

* User Support projects, on the other hand, are highly visible because they involve changes to users' existing work environment or work process. To a large extent, successful user support projects define the organization's perception of the FM department. User support projects can be broken down into three types: Installation of, say, a new heat recovery system or an additional mainframe computer is one. A second type is relocation or "churn," the remodeling of space needed to handle the expansion or contraction of a user group. Major projects, the construction of a new plant or distribution center, or the expansion of corporate headquarters, is the third type.

* Research and Development projects make FM departments think about and deal with the quality of those FM projects and services that meet user needs, provide satisfaction, and create value. Joseph M. Juran, well known for developing quality control in Japan, defines quality as the fitness for use. Quality also means freedom from deficiencies that cause dissatisfaction and increase costs when work must be redone.

Well-planned and well-executed R&D projects incorporate three processes for improving the way FM departments work:

1. Quality planning develops the services, standards, and process required to meet user needs.

2. Quality control compares actual performance to goals, then acts on the differences.

3. Quality improvement raises the quality of performance to unprecedented breakthrough levels.
SET MILESTONES TO MEASURE PROGRESS

While no one is against quality improvement, many believe FM is different--it's not like manufacturing or order processing. How do you measure FM quality? Still, a better question is, where do you start?

Every year, FM departments manage hundreds, even thousands, of projects. Each project is different. Yet every one is basically the same, because facilities departments have knowingly or unknowingly standardized their project management process into a set of common control points or milestones. This call be as few as five or as many as 25 milestones. Even the most complex project fits into this set of manageable and measurable "chunks" of activity (see Figure 2).

A benefit of the multi-project management model is its simplicity. Tracking project milestones removes the mystery and complexity from multi-project status reports.

The **monitoring** of each **activity** is reduced to just three dates: the initial **target** **date** ; a revised **target** **date** ; and the actual completion **date** . Thus, a project activity is either done or not done. If not done, when will the activity be completed, and will this change the **target** **date** ? This can be used to pinpoint schedule slippage in specific projects, or identify trends in certain project activities or types.

A MMPM does not eliminate the need for **project** **planning** **tools** like PERT or CPM to **manage** individual **projects** . It does, however, allow FM

executives to avoid data overload and quickly identify projects in trouble, or to stop bottlenecks and delays before they start.

This reduces project progress reporting to "who, what, when, where, and how much," It's a simple but effective method to explain progress to users, team members, and senior management.

IF YOU CAN'T MEASURE IT...

Once you define project types, milestones, and standards of measurement, you can keep finding ways to improve FM performance relative to the standard. The Japanese call this process-oriented approach "kaizen."

A standard can be quite simple, such as acknowledging all project requests within one working day. Another standard could be a time limit, say 30 days, for completing punch list work.

Dr. W. Edward Deming, namesake of Japan's top quality award, says that the "system" is 85 percent of the problem. Accordingly, the only way to improve performance is to undergo a top-to-bottom, quality-based transformation. By focusing on quality, FM departments will add value and improve productivity and innovation.

Deming holds that you need a participatory system based on teamwork in which workers have the training and resources to make quality a daily pursuit. Quality goals are never fully met; improvement is never ending process. A centerpiece of the Deming method is the PDCA cycle, which means:

* PLAN a change by collecting and analyzing data on the reason for doing so.

* DO it, by carrying out the plan, preferably on a small scale.

* CHECK and analyze the results to find out whether the change did what was planned.

* ACT, by deciding whether to keep the change, refine it, or take another action aimed at improvement.

Under the Deming method, a quality goal would be the elimination of the punch list milestone. In theory, the punch list is the antithesis of quality.

REFINING AND IMPROVING THE PROCESS

The amount of data and the need to analyze data quickly makes multi-project management an ideal computer-aided facilities management (CAFM) application. Still, CAFM does not always require a $50,000 CAD system. Sometimes a PC and a simple database program, costing less than a few hundred dollars, is the best tool for the job. A spreadsheet can be used effectively and easily (see Figure 3). (Figure 3 omitted)

An information and tracking system could be the basis for developing other low-cost CAFM applications like lease management, personnel forecasting, asset management, and furniture specification. The system can be a means to continuously improve the facility management processes, reducing variation, eliminating defects, and spurring constant innovation.

FMs who develop a multi-project management model will find it gives focus to FM objectives and establishes the basis for upgrading the FM process. Yet, it takes discipline to transform a gaggle of projects into a well-managed project set that is consistent with FM objectives and the company's strategic facilities plan. FM departments will need senior management support to kill or postpone projects and to resist the pressures that force them to spend most of their time and resources putting out fires.

Working through the process is a crucial part of improving FM performance.

The very notion of continuous improvement, instead of "solving" a problem and moving on to other projects, is a major change for most facilities managers. Constant ongoing improvement, no matter how small, is more valuable than great leaps forward.

FIGURE 1 SAMPLE TYPE PROJECTS

* Maintenance

* Enhancements

* Installation

* Relocation or Churn
* Major or Capital

* Research & Development

FIGURE 2 SAMPLE PROJECTS MILESTONES

* Project opened

* Project scope definied

* Budget approved

* Drawings & specifications completed

* Contracts awarded

* Permits issued

* Construction started

* Punch list completed
* Project accepted

* Project closed

B. Alan Whitson, RPA, is president of his namesake consulting firm and author of several books including Smart Moves Manual; Secrets from the Landlord's Side of the Table; and On Time--On Budget--Planning & Building the Work Environment, on which this article is based. Books and companion software (US$125.95, includes shipping) can be ordered from B. Alan, Whitson Co., Inc., P.O. Box 9229, Newport Beach, CA 92658-9229 714/955-1200; fax 714/955-2778.

GEOGRAPHIC NAMES: US

DESCRIPTORS: Facilities management; Multiple; Project management; Strategic
    planning; Methods
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    9190 (CN=United States)

 10/9/8   (Item 2 from file: 275)
DIALOG(R)File 275:Gale Group Computer DB(TM)

01690855   SUPPLIER NUMBER: 15564661   (THIS IS THE FULL TEXT)
Life imitates chart. (project   management   software **purchasing criteria
 and use)**
Hilliard, Andy
LAN Magazine, v9, n8, p107(4)
August, 1994

ABSTRACT: **Project management software** can help **project managers plan** , control and track a **project** 's status and help them meet predefined goals on time and within budget. The **planning** feature of **project management software** packages can help **managers** develop **schedules** and budgets, which aids the control and tracking of resources. If a delay occurs on a **project** , **managers** can use the **software** to move resources around to keep the **project** moving towards its assigned goals. **Project management software** that matches the skill level of its users and the project's complexity is most desirable. Some programs are able to create simple progress charts, while others are able to track costs for multiple projects at the same time. The ability for **project management software** to work in a network environment and its ability for what-if analysis are also important purchasing considerations.

TEXT:
    BUILT-IN E-MAIL, EASY-TO-USE INTERFACES, AND INCREASING SOPHISTICATION CAN MAKE **PROJECT MANAGEMENT SOFTWARE** A TEAM PLAYER.
    Like many people, I did not understand why I needed **project management software** until it was much too late. One month into an environmental survey of Lowry Air Force Base in Denver, I was trying to explain to several stern-looking Air Force colonels why my crew of 10 was behind schedule, and what it meant. Their questions were valid; my answers were, well, vague at best.
    "How far behind are your engineers?" asked the colonels.
    "Pretty far...well, not terribly far, but, you know, really quite far behind. I guess fairly far is how I would describe it," I waffled.
    "Can you make up time by working longer days?" they inquired.
    "Well, I suppose so. I don't know. Maybe," I hedged.
    "Which buildings have you finished surveying?" they exacted.
    "Well, see that 15-page chart on the wall? The buildings marked in green highlighter are finished, the ones in yellow are half-finished, and the ones in orange were inaccessible--except that we ran out of yellow highlighters last week, so the ones that are in orange and green are also half-finished. When we finish them all the way, we cover the orange with green, which is why they're smudged."
    "Is this the first big project you've ever managed?"
    "Uh .... "
    BASIC CONCEPTS
    In the broad sense, my experience as a consultant to the Air Force was not unique. Many people find that, at some point in their careers, they are involved in an effort to achieve a defined set of goals with limited time and resources available.
    Sound familiar? Such efforts meet the definition of a project, and the person responsible for their success is the project manager. In contrast to ongoing company functions such as accounting, MIS, and marketing, projects have a defined set of goals and a definite beginning and end. Officially, project management has been around since World War II. However, it is safe to assume that the Egyptian pyramids were built following the same typical steps as modern projects: the concept phase, definition or proposal phase, planning and organizing phase, performance phase, and close-out phase. Each phase is less abstract and more concrete than the last.
    Between the very first step, in which the project is just a gleam in someone's eye, and the very last phase, in which the project records are closed for good, stands all the planning, effort, and coordination required for a successful outcome.
    Depending on the organization involved, projects can have many different structures and meanings. For example, in a law office, a project may involve the time and efforts of a single individual, while in a design engineering firm, manufacturing, or other high-tech environment, a project may involve thousands of employees and hundreds of thousands of tasks.
    Given these differences, what generalizations are true about project managers? Project managers are generally responsible for three main

functions:
* Planning involves defining a schedule, budget, and technical approach, helping to select a project team and other resources, and assigning responsibilities. One of the key elements in planning is to break up the project into specific tasks with known relationships to each other.

* Controlling is crucial to the success of a project. The project manager is responsible for daily decisions on balancing economy and quality, on interpreting the needs of the internal or external client, and on keeping people and other resources working in their most efficient capacities.

* Tracking may consume more time than the other two tasks combined. It involves measuring expenses incurred and progress completed and comparing these to planned budgets and schedules, as well as keeping an eye on the critical path of the project to determine whether one missed deadline will push back the entire project's completion date.

WHERE THE SOFTWARE GOES

You are probably starting to wonder where **project management software** fits into the picture. A lot of project managers have felt the same way. Historically, computers have only been used to **schedule** complex, multitask **projects** . However, newer products are making **project management software** more accessible.

David Galson is a product manager for Galson Corporation, an environmental software developer based in Oakland, CA. He uses Microsoft's Project 3 for Windows to plan and track database development and installation projects.

"I have to bring the programming, documentation, data entry, and installation of the products to completion all at once," Galson says. "I use MS Project to coordinate all the pieces, to track the progress of individual contributors to the project, and to communicate the project's status to the client. The earlier you know about a potential delay and can communicate the fact to the client, the better a **project manager** you will look."

Although **project management software** started out as less than friendly, the current batch of available software concentrates on being just the opposite. Before this article delves into currently available prodUCtS, however, a few key project management terms deserve explanation.

Project managers have a variety of means for communicating project information. One of the strong points of modern **project management software** packages is their excellent graphical capabilities, which allow project managers to present information in customized reports.

Gantt charts, or timelines, are used to demonstrate the planned chronology of a project. Tasks required to complete the project are listed in a column, and the period in which those tasks will be performed is displayed along the horizontal time axis. Figure 1 shows a Gantt chart from Microsoft Project 4.0 for Windows.

Tasks can have relationships with each other. For example, in a LAN installation project, system testing cannot start until at least some cabling is installed. Such a relationship is a start-to-start relationship, with a lag of several days between the start of one task and the start of the next.

Other relationships may be finish-to-start, which is the most common relationship between two tasks. For that LAN installation project, for example, system testing could not begin until network software was installed. However, the lag time between the two events would be very short, or possibly nonexistent.

Finish-to-finish relationships also exist. For example, if installation and system testing of a new LAN or WAN must be complete before the documentation can be completely written, then the two tasks have a finish-to-finish relationship.

Start-to-finish relationships are more rare. Usually they occur when equipment is being replaced or upgraded. For example, in a company switching from a DOS-based network to a Macintosh-based network, the task "Produce reports on computers running DOS" would not finish until "Produce reports on Macintoshes" started.

Figure 1 shows how Microsoft's Project represents these various relationships; arrows link tasks in different configurations, depending on

relationship type and lag time involved. Not all **project management software** shows this; some products require the user to deduce which tasks are linked.

Some tasks have no relationship and can happen at any time during the project without affecting the finish date. However, several tasks that have relationships to one another can form a linked chronological "chain" in a project, such that if one of the tasks is delayed, the entire project's completion can be delayed. These tasks are said to be on the critical path.

If you want to sound like a veteran project manager at the next meeting you attend, pepper your conversation with terms such as "critical path," "slack," and "early finish." Early finish, late finish, early start, and late start are ways of measuring when a task can be performed. Usually, the time between an early finish and a late finish for a task is called "slack." Many **project management software** products let you graphically demonstrate slack on a Gantt chart.

You can also use graphics to demonstrate the critical path. The series of tasks leading up to the completion date of the whole project, which do not have any slack, are called critical path tasks. In Figure 1, the critical path tasks are in red, while the tasks with slack are blue.

Gantt charts are very intuitive to many **project managers**. That is why most of the newer **project management software** is Gantt-chart driven, meaning that much of the project planning occurs using a Gantt chart view. Some products, however, use a PERT chart to **plan** the **project**.

PERT stands for the **Program** Evaluation and Review Technique, which is synonymous with the Critical Path Method (CPM). PERT charts or diagrams display each task with some specific information, such as start and finish dates, and relationships with other tasks.

Figure 2 is a PERT chart generated by CA-SuperProject 3.0 for Windows, produced by Computer Associates (Islandia, NY). The chart shows durations, relationships, and other information about the task.

Microsoft's new Project 4.0 for Windows offers a slightly different chronological view of projects: a calendar view, which shows task durations across a standard Sunday-to-Saturday monthly calendar.

What else can **project management software** do for the **project manager**? One of the nicest things it can do is track resource loading, especially when the same resource is needed on several tasks or **projects**.

Most **project management software** has some means of entering data about a project's resource requirements, usually in the form of a pop-up window or table. For example, a software development project may require resources such as programmers, software engineers, and computers. If time-critical tasks depend on these resources, project managers will want to know when and where they may be overloaded or under capacity. Figure 3 shows a resource-loading chart from Primavera Systems (Bala Cynwyd, PA) P3 for Windows. Note that the resource requirements above normal are usually color-coded to highlight overloads.

What can a project manager do when resources are overloaded; for example, when the project needs six programmers for a one-week period, but there are only five employed? One option is to get more resources. Another option is to try to get some more use out of your current resources. That's right--ask them to work overtime.

Some **project management software** lets you set a calendar for each resource, indicating where and when it is available. Were you able to sweet-talk your engineers to come in on Saturday mornings during the essential portion of the **project**? Most **project management software** can produce a custom calendar showing this availability. When it displays the resource-loading chart, it takes the new calendar into account.

For **planning** the **project**, most **software** lets you demonstrate responsibilities in a number of ways, including the Work Breakdown Structure (WBS), which shows the departments responsible for each part of the **project**. Many **project managers** work in a matrix **management** environment; most **project management software** is up to that challenge and can show WBS charts along technical and functional lines.

Project management software is also designed to **track** actual **progress**. Many products have a means of recording the percentage of a task completed to **date**. Most have options which allow the project manager to

print out a Gantt chart, with progress information shown in comparison to the planned schedule. This information is usually shown by laying a progress or budget bar right next to the planned duration bar on the Gantt chart. This allows the project manager to communicate which tasks are falling behind and what the impact might be on the overall project.

The products currently on the market vary considerably in sophistication when it comes to tracking schedule and budget items. On the high end, products such as Primavera's P3 account for a variety of resource costing methods, including fixed costs, variable costs, combinations of fixed and variable, and various overtime, double-time, and triple-time schemes. Such resource costing allows for extremely accurate budget tracking and report printing.

TRENDS IN SOFTWARE

Project management software started on the mainframe and then moved into the DOS environment, but it became accessible to managers of small projects when it moved onto Macintosh and Windows PCs. Although the early DOS programs would print out Gantt and PERT charts from keypunched data, the newer GUI-accessible programs can be run almost entirely from the Gantt chart. The project manager can click on one date and drag the mouse to another. Instantly, a task and its start and finish dates are defined. Relationships to other tasks can be created with another mouse-click.

According to Jean-Luc Valenti, president of Computer Associates, the non-**project manager** is a growing sector of the **project management software** market. Valenti notes that his company's previous typical user was the full-time project manager, who spent 25 hours to 30 hours a week using the software to enter data and print reports for projects. The current typical user is not a full-time project manager and is very likely a novice user of **project management software** .

Applications developers have been quick to respond to the new user base. Many of the new applications on the market have built-in "wizards" or other features to guide new users through the programs.

The trend toward ease-of-use has not come too early. Many people have complained about the difficulty they have in using **project management software** . I have met a number of individuals who had bad experiences with **project management software** , including two anonymous Microsoft programmers who roundly cursed Project 3 for being difficult to understand. Thus, the trend among product developers is to make the product as easy-to-use as possible.

The other trend seems, paradoxically, to be toward increased sophistication and power. As corporate America strives to become leaner and more effective, **project management software** , which links numerous functional areas of a company, can prove invaluable as a coordinating and strategic-planning tool.

Joel Koppelman, president of Primavera Systems, notes that strategic management is becoming decentralized. "Five or 10 years ago, there would be a central group in a company who would say 'we will give you a plan.' Now people are making their own **plans** , using **project management software** ." Koppelman says that frequently, users of **project management software** are **planning** for ongoing **activities** , such as marketing or accounting, which do not even fall into the project definition.

These two conflicting trends (ease-of-use vs. more powerful features) are resulting in scalable products, accessible to the novice but containing powerful features for the experienced user. For example, CA-Superproject 3.0 for Windows has five "experience modes" to suit the skill of the user and the stage of the project being evaluated.

Many of the products in the lower end of the market (with list prices below $600) are really just elaborate graphics packages for drawing elegant Gantt charts. One of the most intriguing that I looked at was Fastrack Scheduler by AEC Software (Sterling, VA). At $235 for the Macintosh version, it provides the user with a set of drawing tools for making stunning color Gantt charts.

In the middle of the market are a number of full-featured products, such as Project Scheduler 6 by Scitor (Foster City, CA), CA-Superproject, and MS Project 4 for Windows, with list prices in the $650 to $750 range. These products are networkable, have higher-end features such as resource leveling and Object Linking and Embedding (OLE), can compare resource uses

and expenses across several projects at once, and emulate the mental processes of a project manager. For example, CA-Superproject allows you to partially or completely exempt certain projects from resource leveling; MS Project 4 has an interview process for novice users, the end product of which is a complete project schedule.

At the upper end of the spectrum are a number of **software** makers specializing in **project management software** for large companies, such as the Artemis products by Lucas Management Systems (Fairfax, VA). Joel Lockwood of Digital Tools (Cupertino, CA) says his company's Autoplan II product "is the market leader in the Unix project management category, with more than 80 percent market share." According to Lockwood, Autoplan II enables the user to link different functional areas in a company, such as engineering, marketing, and design. Each group can design a way of looking at project data that is useful for it; the same data can be viewed in many different ways.

The key to the success of Primavera's latest product, P3, is, according to Koppelman, the relational database link. The product allows for multidimensional sorting by department, phase of work, deadline, cost, or any other task feature (see Figure 3). Users can save these definitions and then easily "slice and dice the information any way they want."

An interesting trend in mid-range and high-end products is to mate **project management software** with statistical **software** capable of generating Monte Carlo distributions. The experienced project manager designates a likelihood of each task finishing within a certain time period. For example, there might be a 20 percent chance the task will take five days, a 50 percent chance it will take six days, and a 30 percent chance that it will take seven days. The completion dates and budgets for the entire project can then be calculated as a range of possibilities, rather than as a single fixed number.

Communications capabilities are now being integrated into project management packages. MS Project 4 for Windows has an e-mail report generator which is compliant with Messaging API (MAPI) and Vendor Independent Messaging (VIM) mail systems. The reports are customized for the receiver, so rather than seeing entire Gantt charts, the receiver merely gets a request for task assignment. The receiver can decline, suggest modifications, or accept the assignment. Similarly, at regular intervals the project manager can send out requests for status updates. The receiver simply fills in the status (35 percent complete, for example) and e-mails the response to the project manager. The information is automatically entered into the **program**, relieving the **project manager** of much of the burden of data entry. **Software** developers are also issuing their **project management systems** in modules. For example, Wescom Technology (Houston) has a core product, Open Plan; a "casual user" extension, Texim Project; a risk analysis module, Opera; and a project information manager extension, Optic.

BUYING INTO THE PROJECT

As you would any product, you should carefully research the **project -management software** products before you buy. Here are some issues to consider:

* Commit to an evaluation process. Test several software packages on a medium-size, real-life project.
* Identify your users; purchase software suitable for their level of expertise.
* Know your requirements of the software: Do you just want nifty Gantt charts, or do you want to track project costs and budgets for several dozen simultaneous projects?
* Does the product allow you to import and export information in the format you need, such as a spreadsheet or database?
* Does the product allow what-if analysis? Do you care about this?
* Can you upgrade it to a multiuser network-accessible version?

If you intend to use the products to their full extent, you will need a large color monitor and a color printer. For large, complex projects, a color plotter or sheet printer is useful for printing out Gantt and PERT charts. Keep these hidden costs in mind.

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administration at the University of California at Berkeley.
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DESCRIPTORS: **Project Management Systems** ; Software Selection; PERT;
Project Life Cycle; Requirements Analysis
SIC CODES: 7372 Prepackaged software
FILE SEGMENT: CD File 275

10/9/10   (Item 4 from file: 275)
DIALOG(R)File 275:Gale Group Computer DB(TM)
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01358103   SUPPLIER NUMBER: 08409620   (THIS IS THE FULL TEXT)
Software development project control.
Kenefick, William J.
Information Executive, v3, n2, p59(4)
Spring, 1990
ISSN: 1041-9098   LANGUAGE: ENGLISH   RECORD TYPE: FULLTEXT; ABSTRACT
WORD COUNT: 3523   LINE COUNT: 00264

ABSTRACT: System development methodologies have been created to assist
software development projects. These consider a range of factors that
contribute to a project's success, and deal with creation of a
comprehensive **plan** that identifies tasks necessary to complete a **project**
 successfully. After the **plan** for a **software project** has been created
and **scheduled** , the **project** 's **progress** must be **monitored** . Four major
areas of project control are discussed: the accuracy of the project
estimate; the reality of the project **target date** ; the incorporation of
project modifications; and the consistent progress toward accomplishment of
the project. Two different projects and the effect of management decisions
on their outcome are described.

TEXT:
     Software Development Project Control
     Ever since the advent of target dates and project budgets there have
been successes, failures, project cancellations, cost overruns and late
implementations. This has been true of virtually every type of project from
simple construction to complex engineering projects. The history of
software project development is no different than other industries and is
replete with its own set of successes and failures.
     Software projects do differ somewhat from conventional projects in
that they deal with much new technology and involve many abstract concepts.
To assist software development projects, several System Development
Methodologies have been created. Many large corporations use one of these
to help **plan** their **software projects** . These methodologies assist the
system planner and take into consideration many of the factors that
might otherwise be overlooked and thus contribute to the failure of the
project. They deal with the creation of a comprehensive plan so that all of
the tasks necessary to complete a **project** are known and pre-defined.
     Once a **plan** for a **software project** is formulated and **scheduled**
, the progress must be monitored. If there is a variance between projected
and actual progress, then adjustments may be made to put the project back
on schedule. This article addresses one of the project monitoring
techniques that has proven successful in the implementation of large-scale
projects.
     Assuming a sound design and good plan (and that is assuming a lot),
the successful implementation of a computer software project is dependent
on four major areas of of control.
     1. The accuracy of the project estimate.
     2. The reality of the project target date.
     3. The incorporation of project modifications.
     4. The consistent progress toward the accomplishment of the project.
     Project Estimate
     For the purpose of this article, the project estimate deals only with
the time estimate and not the total project budget. That is, there is no

reference to cost, only project labor.

The project estimate must be based on reality. In order to develop a total project estimate, each of the individual tasks need to be estimated. Every major task should be divided into work elements so that no piece of work has an estimate greater than 50 hours. By dividing the labor into these small units the accuracy of the overall estimate is greatly increased.

As each task is estimated, there are a number of adjustments that may be applied to the estimates. For instance, the estimate for one task may be increased because it will be accomplished by an employee with little or no experience with that specific type of work. Other adjustments may be applied for complexity, multi-department communication, etc. Finally, when all detail estimates are totaled, another adjustment may be applied to the entire project.

The purpose of these factors is not to inflate the estimate but to make it more realistic. Some of the System Development Methodologies do an excellent job of providing a list of these factors.

Too often a project estimate is based on the assumption that a realistic estimate would not be accepted by the sponsor so a more conservative number is projected probably resulting in project failure. However, once an honest realistic estimate is made, the project has a reasonable chance for success.

Project Target Date

The target date should be derived by dividing the final projected task hours by the number of resource hours available per week. Actually this task is a little more complicated than that because there are times when a specialist may be required and none is available.

For a large project, vacations, holidays and a certain amount of sick time must be considered. These times cannot be overlooked as minor obstacles which will be absorbed with no impact on the project. They will have a impact on the project.

Also a word of caution about beginning a project with planned overtime. There will be plenty of opportunity to exercise managerial innovation and control during the life of a project without this added burden. Planned overtime will almost always lead to late implementation.

Be especially wary of the resource commitment at the beginning of the project. Resource hours that are supposed to be available at the beginning of a project may not actually be allocated. People that are coming from other assignments may still be responding to questions from their old project, and new employees and contractors will need to become familiar with the local environment.

Project Modifications

After the project design has been completed, accepted by the sponsor and the programming effort is initiated, there will be many times when it is suggested that a slight modification should be incorporated into the system design. There are two major pitfalls here: one is that the change is not as simple as first indicated, and the other is that the change has a ripple effect in areas not considered at the time of the change. Every change has to have an impact on the project. Most changes will have a negative impact. Some will appear to have a positive impact (the change will result in a time savings), but will, in reality, have a negative impact.

The project manager must be extremely cautious when considering any system change at a point in time when the system design is complete and the programming has begun. There will be many requests for changes but every one must be viewed as a potential disaster. Since the system design time budget has already been used, any time spent revising the system design will will have to come from the programming time budget. The project is put in jeopardy by performing additional tasks which were not budgeted.

Those program modifications that are accepted and included in the **system** design must be reflected in the **project schedule** . The **schedule** must be adjusted to incorporate all of the time necessary to accomplish them.

Project Progress

Once a realistic project estimate has been derived and a proper **target date** has been set, the only remaining project control issue is

that of **monitoring progress** . In order to complete the project on time, a certain percentage of the project must be completed each week. For instance, if a project is to be completed in 48 weeks, 1/48th of the project must be completed each and every week (assuming a completely linear project schedule). The amount of work that is completed each week is of paramount importance. It doesn't matter how much time is applied to the project, only how much work is completed.

The factors involved in the determination of whether or not the project is on schedule are the resource time available, the resource time actually applied to the project, and the effectiveness ratio of the time applied. The action taken by project management in keeping a project on schedule varies with each of these factors.

First, the resource time that was committed at the beginning of the project must be maintained as long as that resource is required. Accurate records must be kept to show the relationship of the time that was supposed to be committed to the project and the actual time that was devoted to the project. If the time required to complete the tasks on time is not available, then the outcome is clear, the project will be implemented late. Project management must act to secure the resources that were committed to the project.

When it is evident that the necessary resources are assigned and available, it must be determined if they are committed to the activity at the projected rate. In other words, it is crucial that the resources fully understand their degree of commitment, whether it be full-time, part-time, individual contributor or manager. All that is left to do once the necessary resources are available is to ensure that the work is being accomplished at the scheduled rate.

The creation of an effectiveness ratio will help indicate whether or not the project is on schedule. It is the relationship between the time spent on a task and the time subtracted from the time remaining on a task. For example, if a task had been estimated at 50 hours and 40 hours have been applied but it is only 50 percent complete, the effectiveness of the time applied is 62.5 percent (25 hours of project reduction time divided by the 40 hours that it actually took to achieve that). This figure may indicate that the project is not actually on time. Some action will be necessary to correct this condition.

Examples of actions that are available to project managers are: The addition of personnel, the re-assignment of personnel or the imposition of overtime. If the effectiveness ratio is much less than 100 percent, it is clear that some action is required or the project target date will be in jeopardy.

By way of illustration, assume a hypothetical project starts on October 9, 1989, has a target date of May 1, 1990 and an estimate of 18,300 hours. The project is the programming, testing and implementation of a Financial Software System which must be implemented at the beginning of a month. If the May 1 target date is missed, then the next available date for implementation is June 5. The design is complete and has been signed off and accepted.

In order to develop an effectiveness ratio, a spreadsheet will be created to record the project data and graph the actual results along with the future projections.

A reference point is created by counting the number of weeks between the start date and the target date (29 weeks). Then determine the number of required hours per week by dividing the total number of budgeted hours by 29 (18,300/29 = 631). The number of effective hours per week that the team must average in order to complete the project on time is 631.

The spreadsheet contains three line entries for each project resource. One line is for scheduled time, one for applied time and the last for the effective time. This level of detail will provide answers to any questions regarding roject resource time.

The calculation for the total number of resource hours is derived by summing the individual resource hours for each week. The most control and accuracy is gained by entering the data for each individual resource. By entering the data at a detail level, all variances can be tracked.

The above totals must be adjusted for vacations and holidays. For every holiday the available hours for full-time employees must be reduced

by 7 hours (times seven employees = 49 hours), part-time employees by 4 hours (times two employees = 8 hours), contractors by 7.5 hours (times six contractors = 45 hours) and users by 3 hours (times four users = 12 hours). Temporary personnel work 4 eight-hour days per week and their total hours are not affected by holidays. The total lost time for each holiday is 114 hours. The holidays during the life of the project are: Veteran's Day, Thanksgiving, Christmas, New Year's Day, President's Day and one miscellaneous day. The total number of holidays is six plus one estimated sick day 7 x 114 hours = 798 hours. Four full-time employees, and three contractors are scheduled for 1.5 weeks each of vacation between now and project completion.

A much more dynamic and realistic projection is achieved by applying the holiday, vacation and sick time to the initial projection for each resource.

These two elements, the hours required per week and the scheduled hours each week are the only data elements that can be projected for the entire project. The other data elements are meant to show actual data but may be used for projections.

The project graph exhibits are "Project Status/Projection" because they represent a status at a given date with the remainder as a projection. In other words, after the third week of the project, the data elements represent actual data for the first three weeks, but the entries for the remainder of the project are projections. Some data can be projected at the beginning of the project but other data is actual data and can only be determined after the fact. The project manager must be monitoring its progress each week.

The following information is common to both exhibits:

1. The average number of hours that must be accomplished per week is 631 hours. It is simply the total project estimate divided by the number of weeks. 18,300 hours divided by 29 weeks equals 631 hours per week.

2. Schedule. This line represents the amount of resource time that was scheduled to be available for work on the project each week. It is calculated by adding the number of hours that each resource is scheduled to apply to the project. Fulltime employees were projected to apply 36 hours per week, part-time employees 20 hours per week, users 16 hours per week, contractors 38 hours per week and temporary employees at 32 hours per week. This sum is the total resource hours available by week. It varies each week with projected vacations, holidays and sick time. This figure is dynamic in that as new resources are added to the project their time is reflected in this total.

3. Actual. This line represents the amount of time that all of the resources actually charged to the project. If overtime were applied so that all (or some) resources worked 10 percent more than they were scheduled for, the actual time would be greater than the scheduled time.

4. Effective. This line shows the amount of time that was taken away from hours remaining on the project. If, for instance, a task had been estimated at 50 hours and 40 hours was spent on the task but the resource performing the task knew that there were still 25 hours to go, only 25 hours would be subtracted from the total project time remaining. The result would show 40 hours applied (actual) and a 25 hour reduction in project time remaining (effective).

5. Dynamic. This line projects the dynamic number of resource hours required per week in order to complete the project by May 1, 1990. It simply takes the project hours remaining and divides by the number of weeks remaining. It assumes a one-to-one ratio between the applied time and project hours reduced (a 100 percent effectiveness ratio).

The effective and dynamic time comparisons are the most important indicator of project health. If the effective time is always greater than the dynamic time then the project will be completed on schedule.

Explanation of the Exhibits

The accompanying exhibits show two different projects and the effect that some management decisions have on their outcome. Both of the projects are comprised of four types of resources: Full-time employees, users, contractors and temporary employees. For the purposes of illustration, the temporary employees always perform at exactly the projected rate. The users always perform at the projected rate, but they have one sick day each. The

full-time employees and contractors are the resources whose contributions vary with the narrative.

Exhibit 1 for the ABC Corp. shows a relatively static project, while exhibit 2 for the GHI Corp. project is more dynamic and shows a project with the addition of more tasks.

ABC Corp. Project

The first six weeks of exhibit 1 for the ABC Corp. project shows that the time applied is only 90 percent of the time that was supposed to be available. Further, the effective time is only 90 percent of the applied time. This has a net effect of progressing at only 81 percent of our planned rate. Some action must be taken or the project will not come in on schedule. It is obvious that there is a trend. The actual rate of progression is far less than was projected at the beginning of the project.

There was an improvement in the next eight weeks so the actual results lagged projections by only 5 percent. This was accomplished by the entire staff applying time at exactly the projected rate (note that the scheduled time and the actual time are super-imposed on the graph) and the effective time increasing from 90 to 95 percent.

The projection for the last 15 weeks of the project shows it can be completed on schedule if the contractors work at 105 percent of projection and the full-time employees work at 110 percent of projection. It may not be completely clear as to how this goal will be achieved, but at least there is a good estimate of what has to be done to achieve the goal.

GHI Corp.

Exhibit 2 for the GHI Corp. is much more realistic. In this case the same projection as the ABC Corp. (that actual is 90 percent of scheduled and effective is 90 percent of actual for the first six weeks of the project) is used. Also, two full-time employees reported to the project two weeks late. One contractor decided that he did not want to work on the project so one week was lost finding a replacement. One temporary quit four weeks into the project and it took three weeks to find a suitable replacement. Seven weeks into the project two employees operated at double their projected effectiveness for three weeks. These are only some of the variances that occur during a real project.

This exhibit emphasizes the true dynamics of a project and shows that constant monitoring is required. It can be seen that the dynamic line on the graph is a very real indicator of the probability of success. It shows the number of hours required per week for the remaining weeks of the project. When project management sees that this line is increasing or is above the effective line they know that it is a sign of trouble and that some action must be taken.

The GHI Corp. has all of the variances of the ABC Corp. plus the added burden of an additional 240 hour task. Exhibit 2 simply shows, that during the 13th week of the project, it was determined that an additional effort of 240 hours was required. This impacts the project by adding 16 hours per week for the remaining project time (240 hours/15 weeks). It must be decided how this additional requirement will be satisfied. Some possibilities are postpone implementation, add an additional contractor or employee or remove a like number of hours from the current schedule.

This exhibit shows the dramatic effect that an unscheduled task will have on the project. Whereas the project in Exhibit 1 was implemented on schedule, this project was not on schedule because of this additional burden.

Project management is never an easy task, but with the proper tools it can be more of a science and less of a mystery. The most important aspect of monitoring project progress is knowing how much of the applied time can be subtracted from the project time remaining. It doesn't really matter how much time is applied to a project, only how much effective time is applied to a project. It is absolutely imperative that the time remaining for each task be accurate.

The two most important indicators shown in the Exhibits are the effective time, the time that is subtracted from the remaining project time and the dynamic time, the time that is required to be subtracted from the project. If the dynamic time is increasing then the project is in jeopardy. If the effective time is greater than the dynamic time, then the project is probably progressing at a satisfactory rate.

While there are many variables associated with the implementation of a project, none is more indicative of success or failure than the comparison of the effective time and the dynamically defined required time. These are the absolute indicators and will definitely show the projected success or failure of a project.

William J. Kenefick, CDP, is the manager of the Materials Applications at Florida Power Corporation and has designed and implemented major systems in the fields of industry, banking and education.
CAPTIONS: Sample project status-projection graph and project failure graph. (graph); Derivation of project totals. (table)

 SPECIAL FEATURES: illustration; graph; table
 DESCRIPTORS: Methods; Management of EDP; Software Engineering; **Project Management Software** ; Software Design
 FILE SEGMENT: CD File 275
?

15/TI/1   (Item 1 from file: 15)

Action leadership: The development of an approach to leadership enhancement for grassroots community leaders in children's mental health

15/TI/2   (Item 2 from file: 15)

Take a flexible approach

15/TI/3   (Item 3 from file: 15)

Team building: A new direction for HR

15/TI/4   (Item 1 from file: 148)

Navigating organizational waters with hoshin planning.

15/TI/5   (Item 2 from file: 148)

Team concepts and productivity. (beverage plant operation) (Column)

15/TI/6   (Item 3 from file: 148)

Frito-Lay's plant engineering strategy for the 1990s: engineering excellence and the right way to manage. (includes 3 related articles Frito-Lay plants)
?

08850065   SUPPLIER NUMBER: 18546907
Navigating organizational waters with hoshin planning.
Bechtell, Michele L.
National Productivity Review, v15, n2, p23(20)
Spring, 1996
ISSN: 0277-8556   LANGUAGE: English   RECORD TYPE: Fulltext; Abstract
WORD COUNT: 6927   LINE COUNT: 00571

ABSTRACT: Hoshin management is a technique that links daily business
activities with strategic objectives. It consists of a few simple steps,
including analysis of changes in the external environment, selection of
vital few priorities and creation of an integrated plan of attack. The
technique also requires plan execution and regular progress review. It
operates under the principles of focus, alignment and frequent review.

 SPECIAL FEATURES: illustration; table; chart; graph
 INDUSTRY CODES/NAMES: BUS   Business, General
 DESCRIPTORS: Management--Technique; Organizational effectiveness--
 Management
 FILE SEGMENT: TI File 148
?

08850065   SUPPLIER NUMBER: 18546907
Navigating organizational waters with hoshin planning.
Bechtell, Michele L.
National Productivity Review, v15, n2, p23(20)
Spring, 1996
ISSN: 0277-8556   LANGUAGE: English   RECORD TYPE: Fulltext; Abstract
WORD COUNT: 6927   LINE COUNT: 00571

...   scans, and monitoring devices to focus on a vital target, align
their efforts with those of the rest of the fleet, specify critical
coordinates, and **track   progress** . They measure their success by skill
level, scores, and speed. In short, they practice the science of
navigation.
       Throughout history, navigation has been used as...

...their own stations. They think over time and distance, sequencing tasks
and activities as appropriate. In emphasizing strategy implementation,
these companies get more than just **results** ; they get **planned**
breakthrough **results** . This activity is **different** from daily management,
cross-functional management, and strategic planning. Dr. Noriaki Kano,
professor of management science at the University of Tokyo and a member of
...A standardized review form reports on progress toward the measurable
objectives and the related corrective actions. As events and obstacles
develop, teams do not merely **monitor   progress** , they specify the
mechanism to transfer their lessons into action. Whatever the specifics of
the review meeting format, the key is to create a safe environment
characterized by joint inquiry based on facts and analysis, not blame.
Managers act like coaches or facilitators, not dictators.
       In summary, the hoshin audit **system** keeps **activities** aligned with
the **plan** and the **plan** aligned with changes in the

23/TI/1   (Item 1 from file: 15)

Official releases

23/TI/2   (Item 2 from file: 15)

Managing Many Projects the Easy Way

23/TI/3   (Item 1 from file: 275)

Hoskyns Project   Management **Workbench.** (Software **Review) (evaluation)**

23/TI/4   (Item 1 from file: 16)

Microsoft Project for Windows; Third Windows-Based Application From Microsoft
?

01304302   SUPPLIER NUMBER: 07488596   (THIS IS THE FULL TEXT)
Hoskyns Project   Management **Workbench. (** Software **Review) (evaluation)**
Levy, Charles
Which Computer?, p43(4)
July, 1989
DOCUMENT TYPE: evaluation   ISSN: 0140-3435   LANGUAGE: ENGLISH
RECORD TYPE: FULLTEXT; ABSTRACT
WORD COUNT: 1237   LINE COUNT: 00094

ABSTRACT: The Project Management Workbench from the Hoskyns Group is a
well thought out **software** package that will handle long and complex
projects with ease. **Project   Management** Workbench is a character-based
application that offers a highly comprehensive approach to planning and
works efficiently. Data can be imported from and exported to dBase III Plus
files. Project Management Workbench comes with comprehensive documentation,
a free path to the next upgrade, unlimited hotline support, interfaces to
two analyst workbenches and a quarterly bulletin. The Project Management
Workbench costs 1,250 pounds sterling.

TEXT:
     Hoskyns Project Management Workbench Hoskyns has just reached release
3 of its Project Workbench System. This is a character-based application
that offers a very comprehensive approach to planning.
     The screens list menus along the top rather like Lotus 1-2-3. Projects
can be viewed in up to four ways. The first and most important of these is
the Gantt chart. Projects are broken down into activities, tasks or phases,
which are displayed down the left-hand side, with dates shown along the top
of the screen.
     Actual usage is displayed in the form of squares relative to the
calendar which can be set to show days, weeks, months, quarters, six
months, year or week numbers.
     The screen shows the resource usage or number of days needed for each
task and the initials of the resources used. A vertical line on the chart
shows the date and holidays are shown as shaded vertical bars. A double
vertical line indicates the scheduled end of the project.
     Tasks can be shifted, even off the screen if you hold the space bar
down too long, and start or end dates for each task can be altered
independently. When tasks have been completed, they are shown as double
horizontal lines.
     Below the Gantt chart is a resource spreadsheet which shows the
project in terms of resources rather than tasks. Days assigned are listed
per resource, with totals for all resources. There is space for only four
resources to be seen at once, but up to 200 can be specified and scrolled
through.
     Names and availability are shown, along with the abbreviations used
above and the actual required time is shown as either utilisation,
availability or unused availability. Resource data can be shown as units of
time or by cost, in which case the Gantt chart shows the cost of resources
used per task.
     A third way of looking at the project is as a dependency definition
diagram, with arrows showing which phases have to be completed before
others can start. This is a compressed form of the more usual CPM network,
where tasks are shown in boxes, complete with start date, end date, and any
float available.
     By constructing such a chart, the critical path can be identified,
and subsidiary tasks rearranged so as not to use resources needed for
critical tasks. The cells can be moved about on screen if desired.
     A project is broken up into six possible sections, evinced from the
Project Workbench main menu. These are Plan, Track, Manage-data, Setup,
Report and Communicate. The Planning stage is for setting up the Gantt
chart, assigning resources and specifying dependencies. A new project is
begun by filling out a Project Definition Form with such details as start

date, end date or the number of hours per day. Further details, such as the loading pattern for resources -- the way in which resources are to be analysed -- can be changed at a later date.

The software displays a six-monthly calendar on which project holidays can be entered as required. Resource holidays, those planned by individual team members, are entered on a similar calendar. These appear later automatically on the Gantt chart.

The Gantt chart is used to plan the project from the top level. Project phases are subdivided into activities and then activities into tasks. The phases are entered on the Gantt chart in order, and later activities are entered in the same way.

Phases are specified by filling in an activity planning form and then specifying such things as resources used, any maximum percentage loading and their loading pattern.

Loading patterns specify whether work should be done as soon as possible (Front loading), as late as possible (Back Loading), equally spread over the time allowed, (Uniform) or contoured to fit in with other tasks (Contour), although if none are specified it defaults to Uniform. Should none of these prove satisfactory, the loading can be set manually (Fixed).

The loading for each resource is shown on a histogram that can be expanded to full screen. For fixed loading the usage is typed onto the scale of the Histogram, which changes accordingly.

Tasks are also specified on a similar form and any resources specified that have not been defined prompt the system to display a Resource Definition Form which holds information, like billing rate per day availability.

This information is then posted to the Activity Definition Form, the Gantt chart and the utilisation spreadsheet. Should task start or end dates require changing later this is still possible and tasks can be entered first and left unassigned until afterwards by placing an X in the assignment column.

Once this stage is completed, dependencies have to be specified. Finish-Start relationships are defined by selecting the option from the menu and then the two tasks involved. When entered, they can be redisplayed as a CPM diagram.

At this stage, remaining tasks have to be assigned resources on an Arrange Resources form. As they are assigned, any over-commitments show up are highlighted on the utilisation spreadsheet.

To level the resources, Hoskyns provides an automated scheduler. This can schedule for one or many projects involving the same resources and tries to abide by the specified loading patterns of individuals by using the dependencies specified earlier. If this means that key deadlines are not met, the schedule can be fine tuned later.

Using the Shift option the final task can be moved back until it completes by the required date. It can then be locked into position and other tasks moved until the over-commitment is eliminated.- Project Workbench can **track   tasks** in two ways: at the task level if the schedule is all-important, or at the resource level if the cost has to be kept down.

At the task level, importance is loaded onto revising start and end times for tasks depending on those completed so far. The cost incurred is considered less important. The Status option allows a **revised   end   date** to be entered for any task and the percentage completed so far to be compared with what should have happened. This updates the Gantt chart automatically, although the original end date remains visible as an arrowhead on the chart.

The reporting section can produce hard copy of most of the screens available. Once selected, the level of detail can be changed between projects, phases, activities and tasks as well as sundry other details such as whether to display all tasks or just those on the critical path.

The Sort option provides further customising. Tasks can be shown in order of dates started, completed or priority. If this isn't enough, a built-in text editor allows finishing details to be added.

PMW can transfer data to and from dBAse III Plus files and comes with unlimited hotline support, a free path to the next upgrade and interfaces

to two analyst workbenches, not to mention a quarterly bulletin.
Documentation is comprehensive and the package is professionally presented
and works efficiently. This is a well thought out package which will easily
handle long and complicated projects.
COPYRIGHT 1989 EMAP Business Publishing Ltd. (UK)

COMPANY NAMES: Hoskyns Group PLC--Products
 DESCRIPTORS: Evaluation; **Project   Management   Software** ; Software
  Packages
 SIC CODES: 7372 Prepackaged software
 TRADE NAMES: **Project   Management** Workbench (Computer **program**)--
  evaluation
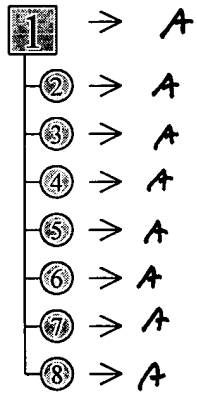 FILE SEGMENT: CD File 275
?

Claim Tree

#1 → A

② → A

③ → A

④ → A

⑤ → A

⑥ → A

⑦ → A

⑧ → A

9 → A

10 → A

>>Independent Claims

8/31/00   #09/334,256 & PCT 00/16607

INVALID

Invalid [Claim Information: Posn:1]
    has an Independent Claim(22) that is larger than Total Claims
Marker [Claim Information: Posn:1]
    qa claims donot match
Warning [Pages Of US References:]
    page 3 has no references
    page 4 has no references
Warning [Pages Of Foreign References:]
    page 1 has no references
    page 2 has no references
    page 3 has no references
    page 4 has no references
Warning [Pages Of Other References:]
    page 2 has no references
    page 3 has no references
    page 4 has no references
Warning [Inventor Names Versus Inventors:]
    the inventors at position 4 do not match because the first name(James)
        from the oath does not match the first name(Jim) from checklist
Invalid [Total Claims Versus Checklist:]
    has Total Claims from Jacket that does not match Total Claims from
        Blue Slip
Marker [Total Claims Versus Checklist:]
    claims donot match
Invalid [Reference Serial Numbers Versus Other Serial Numbers:]
    09/386,330, on page 3, does not match any serial numbers
    09/386,330, on page 4, does not match any serial numbers
Marker [Reference Serial Numbers Versus Other Serial Numbers:]
    Ser No donot match

CHECK LIST

Rule 47   **Continuing Data**   **PCT**   **Disclaimer**

No   No   No   No

Microfiche Appendix   **CPA tag**

No   No

Foreign Priority Claimed: No
Acknowledged: No

State Code: DC   **Country Code:**

Text Endorsement: 09334256.061699

===

JACKET

SERIAL NUMBER   **FILING DATE**   **CLASS**   **SUBCLASS**   **GAU**

09/334,256   06/16/99   705   9   3625

FOREIGN PRIORITY
Country   **Document**   **Number**   **Date**

DISCLAIMER

/ /

TITLE

Method and apparatus for planning and monitoring multiple tasks based

on user defined criteria and predictive ability

MICROFICHE APPENDIX

ASSISTANT EXAMINER:
First: **Middle:**   **Last:**

James   Zurita

PRIMARY EXAMINER:
First: **Middle:**   **Last:**

Wynn   W.   Coggins

==

CLAIMS ALLOWED
Total	Print
21	1

DRAWINGS
Sheets	Figures	Print
10	10	Y

==

BLUE SLIP INFORMATION

SERIAL NUMBER	CLASS	SUBCLASS	GAU
09/334,256	705	9	3625

INDEP. CLAIMS
1,9,10,17,22,26

TOTAL CLAIMS
26

==

BLUE SLIP (Page 1)

INTERNATIONAL CLASSIFICATION
Class	SubClass
G06F	17/60

CROSS-REFERENCES
Class	SubClass
705	26;27

==

TERM EXTENSION

837

FIELD OF SEARCH

Class	SubClass
705	9

==

OATH

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State: CO   **ZIP Code:**   **Country:**   **Foreign ZIP:**

==

PCT INFO

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CONTINUING DATA (Page 1)

LINE	**CODE**	**SERIAL NUMBER**	**FILING DATE**	**STATUS**	**DOCUMENT NO.**	**ISSUE DATE**

==

REFERENCES (Page 1) SERIAL NUMBER: 09/334,256
FORM 892

U.S. REFERENCES

U.S. Pat No.	Date	Patentee	Class	SubClass
5,255,181	10/1993	Chapman et al.	705	9
5,321,610	06/1994	Breslin	705	9
5,765,140	06/1998	Knudson et al.	705	9
5,855,006	12/1998	Huemoeller et al.	705	9
*6,023,572	02/2000	Lautzenheiser et al.	705	9

No issue date available.

| *6,047,260 | 04/2000 | Levinson | 705 | 9 |

No issue date available.

| *6,101,481 | 08/2000 | Miller | 705 | 9 |

No issue date available.

FOREIGN REFERENCES

Foreign Doc No.	Date	Country	Class	SubClass

OTHER REFERENCE CITATIONS (incl. Author, Title, Date, Pertinent Pages, etc.)

William R. Duncan, +37 A Guide to the Project Management Body of

Knowledge,+38 +0 Project management Institute, 1996.

==

REFERENCES (Page 2) SERIAL NUMBER: 09/334,256
FORM 1449

U.S. REFERENCES

U.S. Pat No.	Date	Patentee	Class	SubClass
4,942,527	07/1990	Schumacher	364	401
5,692,125	11/1997	Schloss et al.	395	209
<1,3>5,765,140	06/1998	Knudson et al.	705	9
5,767,848	06/1998	Matsuzaki et al.	345	331

5,818,715	10/1998	Marshall et al.	364	402
5,111,391	05/1992	Fields et al.	364	401
5,016,170	05/1991	Pollalis et al.	364	401
5,848,394	12/1998	D+3 Arrigo et al.	705	8
5,467,268	11/1995	Sisley et al.	364	401
5,530,861	06/1996	Diamant et al.	395	650
<1,1>5,255,181	10/1993	Chapman et al.	364	401
5,760,770	06/1998	Bliss et al.	345	335
5,671,360	09/1997	Hambrick et al.	395	209
5,671,361	09/1997	Brown et al.	395	209
5,765,139	06/1998	Bondy	705	8
5,836,011	11/1998	Hambrick et al.	395	208
5,798,950	08/1998	Fitzgerald	364	578

FOREIGN REFERENCES
Foreign Doc No.   Date   Country   Class   SubClass

OTHER REFERENCE CITATIONS (incl. Author, Title, Date, Pertinent Pages, etc.)

==

REFERENCES (Page 3) SERIAL NUMBER: 09/386,330
FORM 1449

U.S. REFERENCES
 U.S. Pat No.   Date   Patentee   Class   SubClass

FOREIGN REFERENCES
Foreign Doc No.   Date   Country   Class   SubClass

OTHER REFERENCE CITATIONS (incl. Author, Title, Date, Pertinent Pages, etc.)

==

REFERENCES (Page 4) SERIAL NUMBER: 09/386,330
FORM 1449

U.S. REFERENCES
 U.S. Pat No.   Date   Patentee   Class   SubClass

FOREIGN REFERENCES
<u>Foreign Doc No.</u>   <u>Date</u>   <u>Country</u>   <u>Class</u>   <u>SubClass</u>

<u>OTHER REFERENCE CITATIONS (incl. Author, Title, Date, Pertinent Pages, etc.)</u>

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****

DIALOG
9/1/00

```
Set      Items    Description
S1         324    (PROJECT? ? OR ACTIVIT???)(3N)(MANAG?????-OR PLAN????-OR-S-
                  CHEDUL??? OR ORGANI?????? OR ASSESSMENT)(3N)(SOFTWARE OR PROG-
                  RAM? ? OR APPLICATION? ? OR SYSTEM? ? OR TOOL? ?)
S2      250516    TASK?? OR ACTIVIT??? OR JOB?? OR ASSIGNMENT??
S3        3312    S2(3N)(DESCRIB??? OR DESCRIPT???? OR IDENTIFI??????? OR PH-
                  RASE? ? OR VERB? ? OR ADJECTIVE? ? OR ADVERB? ? OR ACTION? ? -
                  OR SUMMARI????)
S4        3544    (S2 OR PROGRESS???)(3N)(MONITOR??? OR TRACK??? OR OBSERV??-
                  ?)
S5          53    S4(S)(PREDICT???? OR PROBABILIT???)
S6       17234    (ASSESS???? OR EVALUATI??? OR ANALY???? OR MANAG???)(3N)(R-
                  ISK? ? OR EXPECTION? ? OR CHURN OR PROBLEM? ? OR TREND? ? OR -
                  PATTERN? ? OR RESULT? ? OR OUTCOME? ?)
S7         433    (MODIF??? OR CHANGE? ? OR REVIS?? OR ALTER?? OR REDEFINE? -
                  ?)(3N)(DATE)
S8           7    S1 AND S3
S9           8    S1 AND S4
S10          9    S1 AND (PREDICT???? OR PROBABILIT???)
S11          8    S10 NOT S9
S12         10    S1 AND S6
S13          0    S1 AND EXPECTATIONS
S14          0    S1 AND EXPECTATION
S15      21647    IC=G06F-017/60
S16          0    S1 AND S7
S17          2    S15 AND S5
S18         52    AU="RICHARDSON S":AU="RICHARDSON S R"
S19         47    AU="CLARK D"
S20        146    AU="BENNETT M":AU="BENNETT M W"
S21          0    AU="FINWICK"
S22          0    S18 AND S19 AND S20
?
```

all considered

relevant to that person.
        Dwg.3/19
Title Terms: PROJECT; TASK; MANAGEMENT; SYSTEM; PROTOCOL; MODIFIED; TASK;
   DETAIL; TASK; PERSONNEL; MODIFIED; PROTOCOL; MODIFIED; TASK; CAN; MADE;
   TASK; CONTROL; ADMINISTER
Derwent Class: T01
International Patent Class (Main): G06F-017/60; G06F-019/00
International Patent Class (Additional): G06F-017/00
File Segment: EPI

DIALOG(R)File 350:Derwent

011048195   **Image available**
WPI Acc No: 1997-026119/199703
XRPX Acc No: N97-021914
   Organisation   activity **database construction method for process**
   management   system - involves performing sentence type analysis which
   defines concept of context operation executed by hierarchical alteration
Patent Assignee: FUJITSU LTD (FUIT)
Inventor: KUSABA S; OKU M
Number of Countries: 002 Number of Patents: 003
Patent Family:

Patent No	Kind	Date	Applicat No	Kind	Date	Week	
JP 8287163	A	19961101	JP 9617631	A	19960202	199703	B
US 5675745	A	19971007	US 96598650	A	19960208	199746	
US 6098047	A	20000801	US 96598650	A	19960208	200039	
			US 97897681	A	19970721		

Priority Applications (No Type Date): JP 9524438 A 19950213
Patent Details:

Patent No	Kind	Lan	Pg	Main IPC	Filing Notes
JP 8287163	A		32	G06F-017/60	
US 5675745	A		79	G06F-017/30	
US 6098047	A			G06F-017/30	Cont of application US 96598650
					Cont of patent US 5675745

Abstract (Basic): JP 8287163 A
     The method involves collecting information which uses predetermined
description system. A model which defines the concept related to the
organizational activity is produced. Each generated model is correlated
with the above referred information.
     The meaning of the verb which specifies the operational concept is
analyzed. This meaning is unified with a standard concept and the
sentence type operation is defined by hierarchical alteration. The
logical model corresponding to the actual model is generated by
applying the defined concept to the defined type of sentence.
     ADVANTAGE - Realizes enterprise integration. Simplifies work
management.
     Dwg.3/66
Title Terms: ORGANISE; ACTIVE; DATABASE; CONSTRUCTION; METHOD; PROCESS;
   MANAGEMENT; SYSTEM; PERFORMANCE; SENTENCE; TYPE; ANALYSE; DEFINE; CONCEPT
   ; CONTEXT; OPERATE; EXECUTE; HIERARCHY; ALTER
Derwent Class: T01
International Patent Class (Main): G06F-017/30; G06F-017/60
International Patent Class (Additional): G06F-012/00; G06F-019/00
File Segment: EPI

DIALOG(R)File 350:Derwent
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010989090   **Image available**
WPI Acc No: 1996-486039/199649
XRPX Acc No: N96-409487
    Project **task** management   system - uses **recommendation protocol to
make recommendations for modifying task details by task personnel, and
modification protocol for modifications to task can only be made by task
controller and/or administrator**
Patent Assignee: TASK SOLUTIONS PTY LTD (TASK-N); TASKEY PTY LTD (TASK-N)
Inventor: MILLER N G
Number of Countries: 074 Number of Patents: 006
Patent Family:

Patent No	Kind	Date	Applicat No	Kind	Date	Week	
AU 672945	B	19961017	AU 9642297	A	19960131	199649	B
WO 9727555	A1	19970731	WO 97AU18	A	19970115	199736	
AU 9713606	A	19970820	AU 9713606	A	19970115	199749	
EP 892960	A1	19990127	EP 97900151	A	19970115	199909	
			WO 97AU18	A	19970115		
AU 707550	B	19990715	AU 9713606	A	19970115	199939	
US 6101481	A	20000808	WO 97AU18	A	19970115	200040	
			US 98101113	A	19980630		

Priority Applications (No Type Date): AU 967734 A 19960125
Cited Patents: 1.Jnl.Ref; US 5408663; US 5530861; US 5548506
Patent Details:

Patent No	Kind	Lan	Pg	Main IPC	Filing Notes
AU 672945	B		48	G06F-019/00	
WO 9727555	A1	E	52	G06F-017/60	

    Designated States (National): AL AM AT AU AZ BA BB BG BR BY CA CH CN CU
    CZ DE DK EE ES FI GB GE HU IL IS JP KE KG KP KR KZ LC LK LR LS LT LU LV
    MD MG MK MN MW MX NO NZ PL PT RO RU SD SE SG SI SK TJ TM TR TT UA UG US
    UZ VN
    Designated States (Regional): AT BE CH DE DK EA ES FI FR GB GR IE IT KE
    LS LU MC MW NL OA PT SD SE SZ UG

AU 9713606	A			G06F-017/60	Based on patent WO 9727555
EP 892960	A1	E		G06F-017/60	Based on patent WO 9727555

    Designated States (Regional): DE DK ES FR GB IT NL PT SE

AU 707550	B			G06F-017/60	Previous Publ. patent AU 9713606
					Based on patent WO 9727555
US 6101481	A			G06F-017/60	Based on patent WO 9727555

Abstract (Basic): AU 672945 B
     For managing tasks to be carried out by personnel, each of the
  tasks has **identified** **task** details. **Task** personnel are directly
  involved in carrying out each task. Sole responsibility for each task
  is allocated to a task controller. Task details are transferred to
  and/or between task personnel and controllers such that task details
  relevant to a task are provided to and accessible by only the task
  controller and the task personnel for the task.
     Recommendations for modifying task details relevant to a task are
  only made by task personnel for the task. The task or task details for
  a task can only be modified by the task controller for the task and/or
  and administrator. A data processing assembly is operable under the
  control of a program embodied on a machine-readable storage medium that
  provides a task management system for coordinating the tasks. The task
  management system includes a transfer system for transferring the task
  details to and/or between the task personnel and controllers. A
  recommendation protocol establishes a protocol that recommendations for
  modifying task details relevant to a task can only be made by the task
  personnel for the task. A modification protocol establishes a protocol
  that the modifications to a task or the task details for a task can
  only be made by the task controller for the task and/or the
  administrator.
     ADVANTAGE - Displays task details to person only if details are

8/TI/1   (Item 1 from file: 347)

SYSTEM FOR MANAGING ACTIVITY   IDENTIFIER

8/TI/2   (Item 1 from file: 350)

   Program for business project   management, use database to store
reports on   projects in categories selectable by a user

8/TI/3   (Item 2 from file: 350)

Permanent electronic serial number unit attached to frame of network
connected computer - has plate having human readable information at its
front face and optically readable pattern on its back face

8/TI/4   (Item 3 from file: 350)

   Organisation   activity database construction method for process
 management   system - involves performing sentence type analysis which
defines concept of context operation executed by hierarchical alteration

8/TI/5   (Item 4 from file: 350)

   Project task management   system - uses recommendation protocol to
make recommendations for modifying task details by task personnel, and
modification protocol for modifications to task can only be made by task
controller and/or administrator

8/TI/6   (Item 5 from file: 350)

Time management and logging system for different activities - has
front panel selection of activity functions with entry of codes and
descriptors together with dates and time periods

8/TI/7   (Item 6 from file: 350)

Personal identification and impairment assessment   system using brain
 activity patterns - stores samples of individual brain activity in
database of acquisition and transformation for learning to distinguish
characteristics of brain activity
?

010981249   **Image available**
WPI Acc No: 1996-478198/199648
XRPX Acc No: N96-403293
Time management **and logging** system **for different** activities - **has
front panel selection of activity functions with entry of codes and
descriptors together with dates and time periods**
Patent Assignee: GEGENFURTNER A (GEGE-I); KOPP M (KOPP-I); NEUPERT M
  (NEUP-I)
Inventor: GEGENFURTNER A; KOPP M; NEUPERT M
Number of Countries: 001 Number of Patents: 002
Patent Family:

Patent No	Kind	Date	Applicat No	Kind	Date	Week	
DE 29612487	U1	19961024	DE 96U2012487	U	19960718	199648	B
DE 19707379	A1	19980129	DE 1007379	A	19970225	199810	

Priority Applications (No Type Date): DE 96U2012487 U 19960718
Patent Details:

Patent No	Kind	Lan	Pg	Main IPC	Filing Notes
DE 29612487	U1		3	G07C-001/10	
DE 19707379	A1		7	G07C-001/10	

Abstract (Basic): DE 29612487 U
      The system has a housing with a front panel that has numerical keys
  [2] that are used for code input, an alpha numeric key [3] for
  activity description entries, an enable key [1], a percentage key
  [6], an absolute value key [7], frequency key [8], time input key [9],
  time frame key [10], scroll keys [15], delete key [16], display [12]
  with input [19], data port [18] and solar cell [17]. Codes may be
  assigned [5] and **activity descriptions** entered [4] and the weekday,
  start and finish times displayed [19-21] and stored. The activities can
  relate to domestic and professional functions.
      USE/ADVANTAGE - Allows time spent on different activities to be
  displayed and logged.
      Dwg.1/1
Title Terms: TIME; MANAGEMENT; LOG; SYSTEM; ACTIVE; FRONT; PANEL; SELECT;
  ACTIVE; FUNCTION; ENTER; CODE; DESCRIBE; DATE; TIME; PERIOD
Derwent Class: S04; T05
International Patent Class (Main): G07C-001/10
International Patent Class (Additional): G04F-010/00
File Segment: EPI

010920034   **Image available**
WPI Acc No: 1996-416985/199642
XRPX Acc No: N96-351271
    Software project **advance** management **appts.** - monitors progress
 by worker monitoring **unit based on project plan produced**
Patent Assignee: HITACHI LTD (HITA   )
Number of Countries: 001 Number of Patents: 001
Patent Family:

Patent No	Kind	Date	Applicat No	Kind	Date	Week	
JP 8202773	A	19960809	JP 9513475	A	19950131	199642	B

Priority Applications (No Type Date): JP 9513475 A 19950131
Patent Details:

Patent No	Kind	Lan	Pg	Main IPC	Filing Notes
JP 8202773	A		9	G06F-017/60	

Abstract (Basic): JP 8202773 A
    The appts. has a workflow (9) which shows a relationship between an
activity specified by a process model (19). A estimation unit (3)
calculates a man day of the activity production through each process
from a required definite contents for an input activity. A calculator
(16) sets a term of each activity from the calculated man day and terms
such as a development time for delivery and workflow.
    A worker monitoring unit (7) **observes** a worker's **progress**
situation and predicts a progress. A advance controller (8) directs a
priority production considering as a project planned according to the
progress situation for the worker. The **progress** is **observed** based
on the project plan produced.
    ADVANTAGE - Improves precision of project plan.
    Dwg.1/4
Title Terms: SOFTWARE; PROJECT; ADVANCE; MANAGEMENT; APPARATUS; MONITOR;
  PROGRESS; WORK; MONITOR; UNIT; BASED; PROJECT; PLAN; PRODUCE
Derwent Class: T01
International Patent Class (Main): G06F-017/60
International Patent Class (Additional): G06F-009/06
File Segment: EPI

10/5/1   (Item 1 from file: 348)
DIALOG(R)File 348:European Patents
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01080879
Project **work** management **method and** system
Projektarbeit-Verwaltungsverfahren und -system
Systeme et methode de gestion du travail sur un projet
PATENT ASSIGNEE:
  Hitachi, Ltd., (204151), 6, Kanda Surugadai 4-chome, Chiyoda-ku, Tokyo
    101-8010, (JP), (Applicant designated States: all)
INVENTOR:
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  Majima, Hiroshi, 1-1-201, Kaminokicho, Kanagawa-ku, Yokohama-shi, (JP)
  Shibuya, Ryoichi, 52-12-105, Kosugaya-3-chome, Sakae-ku, Yokohama-shi,
    (JP)
  Tsuji, Hiroshi, 125, Kurumazuka-2-chome, Itami-shi, (JP)
  Hattori, Yoshiaki, 65, Honmachi-10-chome, Kaniecho, Ama-gun, Aichi-ken,
    (JP)
LEGAL REPRESENTATIVE:
  Strehl Schubel-Hopf & Partner (100941), Maximilianstrasse 54, 80538
    Munchen, (DE)
PATENT (CC, No, Kind, Date): EP 950971 A2 991020 (Basic)
APPLICATION (CC, No, Date):   EP 99107196 990413;
PRIORITY (CC, No, Date): JP 98122971 980416
DESIGNATED STATES: AT; BE; CH; CY; DE; DK; ES; FI; FR; GB; GR; IE; IT; LI;
  LU; MC; NL; PT; SE
EXTENDED DESIGNATED STATES: AL; LT; LV; MK; RO; SI
INTERNATIONAL PATENT CLASS: G06F-017/60

ABSTRACT EP 950971 A2
    A work **management** method and **system** which **manage** a **project**
  executed by individuals or groups belonging to an organization. In
  response to a phase transition request from a task management unit (140),
  a workflow management unit (130) performs transition and activation of a
  business phase included in a process definition (171), sets a work in
  work management table (173), and issues a task addition request. In
  response to an event addition request or a deletion request, an event
  management unit (150) adds or deletes events to or from an event queue
  (151), monitors an occurrence of the event and, when the event occurs,
  sends a task status transition request to the task management unit (140).
  In response to the task addition request, the task management unit (140)
  sets a task name and a task status name in the work management table
  (173), generates the event associated with the task name, issues the
  event addition request. In response to the **task** status transition
  request **described** above, the **task** management unit (140) sets the task
  status name, such as "execute" or "complete", in a task status column
  according to the type of the event. When the event type is "execute", the
  task management unit (140) generates the event and issues the event
  addition request; when the event type is "complete", the unit issues a
  request to delete the generated event. When the task status values of all
  tasks, including the task that has completed, of the business phase are
  "complete", the task management unit (140) issues the phase transition
  request.
ABSTRACT WORD COUNT: 259
NOTE:
  Figure number on first page: 1

LEGAL STATUS (Type, Pub Date, Kind, Text):
 Application: 991020 A2 Published application without search report
LANGUAGE (Publication,Procedural,Application): English; English; English
FULLTEXT AVAILABILITY:
Available Text Language   Update   Word Count
      CLAIMS A (English)   9942   1926
      SPEC A   (English)   9942   4964

00505983
METHOD AND APPARATUS FOR A PROCESS AND PROJECT   MANAGEMENT **COMPUTER**
SYSTEM
PROCEDE ET APPAREIL POUR SYSTEME INFORMATIQUE DE GESTION DE PROCESSUS ET DE
PROJET
Patent Applicant/Assignee:
  INTERNATIONAL BUSINESS MACHINES CORPORATION
  BANDAT Kurt
  PARNCUTT Geoff
  VOESCH Ekkehard
  LEISTEN Udo
Inventor(s):
  BANDAT Kurt
  PARNCUTT Geoff
  VOESCH Ekkehard
  LEISTEN Udo
Patent and Priority Information (Country, Number, Date):
  Patent: WO 9707472 A1 19970227
  Application: WO 95EP3289 19950818   (PCT/WO EP9503289)
  Priority Application: WO 95EP3289 19950818
Designated States: JP US AT BE CH DE DK ES FR GB GR IE IT LU MC NL PT SE
Main International Patent Class: G06F-017/60;
Publication Language: English
Fulltext Availability:
  Detailed Description
  Claims
Fulltext Word Count: 15240

English Abstract
  Current demands for quality systems imply requirements for synergistic
  integration of dynamic process and project planning, management and
  execution of work processes and people performing these tasks in
  different roles. Each individual user role exercises a different view
  over the work process, where the different views comprise different,
  partly overlapping functions over a work process. The inventive concept
  comprises a system platform for a synergistic, role modular work process
  environment. A work process object (WPO) (1001) is created, residing in a
  data base, and stored in a memory of the process and **project**
 management computer **system** (1030). All data concerning the process and
  project management are reported to said work process object (WPO) (1001)
  and said work process object (WPO) (1001) is used as a common data base.
  According to the inventive concept, each view must be supported by a
  specific workplace, represented by digital data and enforcing the rules
  for the specific role. A work process information model supports the
  dynamic definition and use of a data base object representing a work
  process, both in its process and project planning modes and its
  execution. According to the inventive concept, one object supports
  simultaneously all modes delimited by dynamically moving boundaries.
  Workplace implementation enforces over-all rules for each role in the
  inventive system.

```
Total word count - document A            6890
Total word count - document B               0
Total word count - documents A + B       6890
```

11/TI/1   (Item 1 from file: 347)

SYSTEM FOR SUPPORTING PROJECT MANAGEMENT

11/TI/2   (Item 2 from file: 347)

SOFTWARE PRODUCTION CONTROLLER

11/TI/3   (Item 1 from file: 350)

Human cognitive performance predicting method for military planning
operation, involves calculating cognitive performance capacity of
individual and then modulating performance capacity with time of day
value

11/TI/4   (Item 2 from file: 350)

Device for calculating starting conditions in computer system operating
as workflow management   system continues process to start target
 activity if logical expression is true

11/TI/5   (Item 3 from file: 350)

A method for managing projects in a computer network with reports and
alerts sent to clients periodically

11/TI/6   (Item 4 from file: 350)

Time management and project completion estimating system using an
 application server

11/TI/7   (Item 5 from file: 350)

Parameter setting control method for estimation of activity area of
organism surface e.g. scalp - involves updating preset parameter and
small divided area existence probability, so as to make evaluation
function to correspond maximum value

11/TI/8   (Item 6 from file: 350)

Neuron simulator for conditioned reflex research - has monovibrators
 connected between AND-gates and memory with magnetic core and windings
?

05957727   **Image available**
 SYSTEM FOR SUPPORTING **PROJECT** **MANAGEMENT**

PUB. NO.:   10-240827 [JP 10240827 A]
PUBLISHED: September 11, 1998 (19980911)
INVENTOR(s):   KITAMURA KOICHI
                ARAI SHINICHI
APPLICANT(s):   HITACHI LTD [000510] (A Japanese Company or Corporation), JP
                (Japan)
APPL. NO.:   09-047969 [JP 9747969]
FILED: March 03, 1997 (19970303)
INTL CLASS: [6] G06F-017/60
JAPIO CLASS: 45.4 (INFORMATION PROCESSING -- Computer Applications)

ABSTRACT

PROBLEM TO BE SOLVED: To **predict** each target achievement ratio for plural
specification plans in a new project planing stage.

SOLUTION: History information 100a of a working element having a use result
in the past, characteristic information 100c of a working element available
for a new project, specification plan information 100e proposed for an
object to be produced of the new project, concept information 100d
normalizing the target performance of the object to be produced of the new
project, and constitution information 100b expressing the constitution of
the object to be produced of the new project are registered in a storing
part 100. A technique application risk evaluating part 101a **predicts**
delay generated related with the working element available for the new
project based on the result information 100a and the characteristic
information 100c. A development risk visualizing part 101b **predicts** the
target achieving effect of the new project for each specification plan
based on the **predicted** result, the specification plan information 100e,
constitution information 100b, and concept information 100d.

DIALOG(R)File 350:Derwent

012926380   **Image available**
WPI Acc No: 2000-098216/200009
Related WPI Acc No: 2000-098164
XRPX Acc No: N00-075883
**A method for managing projects in a computer network with reports and
alerts sent to clients periodically**
Patent Assignee: COMPUWARE CORP (COMP-N)
Inventor: EMRICH M A; KAUFER S; PALKA T; SIVAKUMAR A S
Number of Countries: 001   Number of Patents: 001
Patent Family:

Patent No	Kind	Date	Applicat No	Kind	Date	Week	
CA 2267476	A1	19990930	CA 2267476	A	19990330	200009	B

Priority Applications (No Type Date): CA 2233359 A 19980330
Patent Details:

Patent No	Kind	Lan	Pg	Main IPC	Filing Notes
CA 2267476	A1	E	50	G06F-017/40	

Abstract (Basic): CA 2267476 A1
    NOVELTY - A computer readable medium stores computer executable
instructions for collecting and **managing** data from **project**
development **tools** (30) within a network (10), the data is analyzed by
an invoked application (22) to generate a schedule **prediction** and
when the analysis is complete a report is generated and periodic alerts
can be sent to client workstations (40). The alerts and reports can
presented to team leaders in a hypertext markup language format.
    DETAILED DESCRIPTION - An INDEPENDENT CLAIM is included for a
computer system for **predicting** project completion.
    USE - For managing projects within a computer network.
    ADVANTAGE - Data is constantly being collected and analyzed with
updates being sent to users who require the information (team leaders)
automatically.
    DESCRIPTION OF DRAWING(S) - The drawing shows a schematic of the
system.
    Network (10)
    Application server (22)
    Data managers (30)
    Client workstations (40)
    pp; 50 DwgNo 1/4
Title Terms: METHOD; MANAGE; PROJECT; COMPUTER; NETWORK; REPORT; ALERT;
  SEND; CLIENT; PERIOD
Derwent Class: T01
International Patent Class (Main): G06F-017/40
International Patent Class (Additional): G06F-017/30; G06F-019/00
File Segment: EPI

DIALOG(R)File 350:Derwent
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012926328
WPI Acc No: 2000-098164/200009
Related WPI Acc No: 2000-098216
XRPX Acc No: N00-075836
Time management **and** project **completion estimating** system **using an**
application **server**
Patent Assignee: CENTERLINE SOFTWARE INC (CENT-N)
Inventor: EMRICH M A; KAUFER S; PALKA T; SIVAKUMAR A S
Number of Countries: 001 Number of Patents: 001
Patent Family:

Patent No	Kind	Date	Applicat No	Kind	Date	Week	
CA 2233359	A1	19990930	CA 2233359	A	19980330	200009	B

Priority Applications (No Type Date): CA 2233359 A 19980330
Patent Details:

Patent No	Kind	Lan	Pg	Main IPC	Filing Notes
CA 2233359	A1	E	39	G06F-017/60	

Abstract (Basic): CA 2233359 A1
     NOVELTY - An application server stores project information
collected from data collectors, the data collectors extract data from
the schedule management, testing and tracking tools on the computer
system. The server can them generate reports on project status by using
algorithms such as a Monte Carlo simulation algorithm, for **predicting**
the completion time for projects.
     DETAILED DESCRIPTION - An INDEPENDENT CLAIM is included for a
method of time management and task completion **prediction** in a
computer system.
     USE - For **managing   projects** using a computer **system** .
     ADVANTAGE - The application server allows users to actively manage
and **predict** the completion of projects from remote sites.
     pp; 39 DwgNo 0/0
Title Terms: TIME; MANAGEMENT; PROJECT; COMPLETE; ESTIMATE; SYSTEM; APPLY;
  SERVE
Derwent Class: T01
International Patent Class (Main): G06F-017/60
International Patent Class (Additional): G06F-017/40
File Segment: EPI
?

12/TI/1   (Item 1 from file: 347)

DEVICE   AND   METHOD   FOR   EVALUATING   MANAGEMENT   OPERATION   FOR   PROJECT
MANAGEMENT

12/TI/2   (Item 2 from file: 347)

SYSTEM FOR SUPPORTING **PROJECT   MANAGEMENT**

12/TI/3   (Item 3 from file: 347)

PROJECT PROGRESS **MANAGING   SYSTEM**

12/TI/4   (Item 4 from file: 347)

SOFTWARE PRODUCTION CONTROLLER

12/TI/5   (Item 5 from file: 347)

PROJECT   MANAGEMENT DIAGNOSING **SYSTEM**

12/TI/6   (Item 1 from file: 350)

Data analysis using a neural network pattern matching system to detect
similarities of data during detection of duplicative, fraudulent,
defective and/or irregular data

12/TI/7   (Item 2 from file: 350)

Management service evaluation system used in LSS software developments -
has management service level determining unit which determines management
level of each management service of evaluation objective project
depending on risk associated with evaluation of objective project

12/TI/8   (Item 3 from file: 350)

Data objects managing method for client server environment in e.g.
specialized business solutions

12/TI/9   (Item 4 from file: 350)

   Software **based** project **advance/monitoring** management **apparatus for
perfect heads etc. - has means by which worker who actually performs work
is determined and its effect on individual and group is estimated and
notified to each workers management means**

12/TI/10   (Item 5 from file: 350)

Heavily loaded resources evaluation system for operational management of computer systems - has selection program which compares resource utilisation ratio information in system utilisation record entered in utilisation ratio threshold value file to extract record indicative of status

?

12/5/1   (Item 1 from file: 347)
DIALOG(R)File 347:JAPIO
(c) 2000 JPO & JAPIO. All rts. reserv.

06425485   **Image available**
DEVICE   AND   METHOD   FOR   EVALUATING   MANAGEMENT   OPERATION   FOR   PROJECT
MANAGEMENT

PUB. NO.:   20-00011048 [JP 2000011048 A]
PUBLISHED: January 14, 2000 (20000114)
INVENTOR(s):   KAMIKUBO TADAMASA
                 OKADA KIMIHARU
                 TADA AKIRA
                 MATSUZAKI YOSHIE
                 TAKAMURA TOSHIKO
APPLICANT(s):   HITACHI LTD
APPL. NO.:   10-177474 [JP 98177474]
FILED: June 24, 1998 (19980624)
INTL CLASS: G06F-017/60; G06F-009/06

ABSTRACT
PROBLEM TO BE SOLVED: To indicate guidance for the management level of each
management operation in a large scale **system** **software** development
project based on a rough **plan** for the **management** of the **project** .
SOLUTION: A **project**   feature **planning**   means 3 calculates a **project**
feature by using project data consisting of project planning data 8 and
project experience data 9. A project risk area calculating means 4 finds
out a **risk** area in each **evaluation** item from the feature data 11 of a
completed project and the project data 10. A project **risk**   **evaluation**
means 5 maps the feature data 11 on the risk area to evaluate the level of
the risk. A management operation level determination means 6 determines the
management level of each management operation from **risk**   **evaluation** data
13 and important point management operation data 14 indicating relation
between the level of a **risk** in the **evaluation** item and each management
operation and a management operation level display means 7 provides the
management level of each management operation.

05957727   **Image available**
 SYSTEM FOR SUPPORTING PROJECT   MANAGEMENT

PUB. NO.:   10-240827 [JP 10240827 A]
PUBLISHED: September 11, 1998 (19980911)
INVENTOR(s):   KITAMURA KOICHI
               ARAI SHINICHI
APPLICANT(s): HITACHI LTD [000510] (A Japanese Company or Corporation), JP
               (Japan)
APPL. NO.:   09-047969 [JP 9747969]
FILED: March 03, 1997 (19970303)
INTL CLASS: [6] G06F-017/60
JAPIO CLASS: 45.4 (INFORMATION PROCESSING -- Computer Applications)

ABSTRACT
PROBLEM TO BE SOLVED: To predict each target achievement ratio for plural
specification plans in a new project planing stage.

SOLUTION: History information 100a of a working element having a use result
in the past, characteristic information 100c of a working element available
for a new project, specification plan information 100e proposed for an
object to be produced of the new project, concept information 100d
normalizing the target performance of the object to be produced of the new
project, and constitution information 100b expressing the constitution of
the object to be produced of the new project are registered in a storing
part 100. A technique application risk   evaluating part 101a predicts
delay generated related with the working element available for the new
project based on the result information 100a and the characteristic
information 100c. A development risk visualizing part 101b predicts the
target achieving effect of the new project for each specification plan
based on the predicted result, the specification plan information 100e,
constitution information 100b, and concept information 100d.

12/5/3   **(Item 3 from file: 347)**
DIALOG(R)File 347:JAPIO
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04661011   **Image available**
PROJECT PROGRESS **MANAGING** **SYSTEM**

PUB. NO.:   06-332911 [JP 6332911 A]
PUBLISHED: December 02, 1994 (19941202)
INVENTOR(s):   SASAGE YOSHIYASU
                 FUKUSAKO MASAMITSU
APPLICANT(s):   MITSUBISHI ELECTRIC CORP [000601] (A Japanese Company or
                 Corporation), JP (Japan)
APPL. NO.:   05-119954 [JP 93119954]
FILED: May 21, 1993 (19930521)
INTL CLASS: [5] G06F-015/21; G06F-009/06
JAPIO CLASS: 45.4 (INFORMATION PROCESSING -- Computer Applications); 45.1
                 (INFORMATION PROCESSING -- Arithmetic Sequence Units)

ABSTRACT

PURPOSE: To easily perform the comparative **evaluation** of target/**result**
for both a process and quality.

CONSTITUTION: A process plan value (the day to start work and the day to
finish the work or the like and a quality target value (such as the number
of DR, number of CR, number of test items or number of detected errors) are
set by a plan setting means 10. A process evaluation reference (such as the
degree of delay) and a quality evaluation reference (such as the degree of
achievement the target) are set by a reference setting means 30. A work
performance (such as the day to start/finish the work, the amount of work
performans, the number of design review, the number of code review, the
number of test items or the number of detected errors) is collected by a
result collecting means 20. The compared result of the plan value (or the
target value) and the work performance value collected at the time of work
progress is provided by a comparison part 40. The evaluated result is
provided at an evaluation part 50 by collating the compared result with
each reference value (process/quality). On the other hand, a guide value
for achieving the target is automatically calculated and outputted. The
evaluated result is automatically outputted with the gradations (or colors)
of a quantative numerical value and a mesh

011300324   **Image available**
WPI Acc No: 1997-278229/199725
XRPX Acc No.: N97-230506
     Software **based** project **advance/monitoring** management **apparatus for
perfect heads etc. - has means by which worker who actually performs work
is determined and its effect on individual and group is estimated and
notified to each workers management means**
Patent Assignee: HITACHI LTD (HITA)
Number of Countries: 001 Number of Patents: 001
Patent Family:
Patent No   Kind   Date   Applicat No   Kind   Date   Week
JP 9101987   A   19970415 JP 95261688   A   19951009 199725 B

Priority Applications (No Type Date): JP 95261688 A 19951009
Patent Details:
Patent No Kind Lan Pg   Main IPC   Filing Notes
JP 9101987   A   24 G06F-017/60

Abstract (Basic): JP 9101987 A
     The **software** based **project** advance/monitoring **management**
apparatus consists of a **project** **management** part (1) that **manages**
the advance of a particular **project** . A worker **management** part (2)
that **manages** the work for every worker in the **project** team is also
provided. The two parts are linked and work that is estimated by the
worker management part is assembled to produce the project advancement
status by the project management part.
     Work is then assigned to a worker based on the **evaluation** **result**
of the project advancement status. Also the work completion time as
per the management objective is estimated considering the work load at
present for the worker. Similarly work allotment to each worker based
on the progress situation is carried out.
     ADVANTAGE - Provides flexibility. Provides suitable indications.
Improves execution and control of work.
     Dwg.1/16
Title Terms: SOFTWARE; BASED; PROJECT; ADVANCE; MONITOR; MANAGEMENT;
  APPARATUS; PERFECT; HEAD; WORK; PERFORMANCE; WORK; DETERMINE; EFFECT;
  INDIVIDUAL; GROUP; ESTIMATE; NOTIFICATION; WORK; MANAGEMENT
Derwent Class: T01
International Patent Class (Main): G06F-017/60
International Patent Class (Additional): G06F-009/06
File Segment: EPI

```
File 348:European Patents 1978-2000/Aug W04
        (c) 2000 European Patent Office
File 349:PCT Fulltext 1983-2000/UB=20000824, UT=20000810
        (c) 2000 WIPO/MicroPat
```

Set	Items	Description
S1	760	(PROJECT? ? OR ACTIVIT???)(3N)(MANAG????? OR PLAN???? OR S-CHEDUL??? OR ORGANI?????? OR ASSESSMENT)(3N)(SOFTWARE OR PROGRAM? ? OR APPLICATION? ? OR SYSTEM? ? OR TOOL? ?)
S2	212331	TASK?? OR ACTIVIT??? OR JOB?? OR ASSIGNMENT??
S3	20969	S2(3N)(DESCRIB??? OR DESCRIPT???? OR IDENTIFI??????? OR PHRASE? ? OR VERB? ? OR ADJECTIVE? ? OR ADVERB? ? OR ACTION? ? OR SUMMARI???? OR CATEGOR??? OR CONCEPT? ?)
S4	16918	(S2 OR PROGRESS???)(3N)(MONITOR??? OR TRACK??? OR OBSERV??-?)
S5	375	S4(S)(PREDICT???? OR PROBABILIT???)
S6	41788	(ASSESS???? OR EVALUATI??? OR ANALY???? OR MANAG???)(3N)(R-ISK? ? OR EXPECTION? ? OR CHURN OR PROBLEM? ? OR TREND? ? OR PATTERN? ? OR RESULT? ? OR OUTCOME? ?)
S7	6633	(MODIF??? OR CHANGE? ? OR REVIS?? OR ALTER?? OR REDEFINE? -?)(3N)(DATE)
S8	130	S1/TI,AB,CM
S9	21	S8 AND S3/TI,AB,CM
S10	8	S9 AND S4/TI,AB,CM
S11	1	S8 AND S5
S12	31	S8 AND (PREDICT???? OR PROBABILIT???)
S13	12	S8 AND (PREDICT???? OR PROBABILIT???)/TI,AB,CM
S14	22	S8 AND S6
S15	15	S1(S)S6
S16	34	S1 AND S6/TI,AB,CM
S17	8	S8 AND S6/TI,AB,CM
S18	6	S8 AND (RISK OR EXPECTATIONS OR CHURN)/TI,AB,CM
S19	2	S8 AND S7/TI,AB,CM
S20	83	S1 AND S3 AND S4
S21	32	S20 AND S6
S22	24	S21 AND PREDICT????
S23	19	S22 NOT (S19 OR S18 OR S17 OR S15 OR S10)
S24	2	AU="RICHARDSON SANDY"
S25	22	AU="CLARK DOUGLAS":AU="CLARK DOUGLAS W"
S26	2	AU="BENNETT MATTHEW COLE JR":AU="BENNETT MATTHEW JOHN"
S27	0	AU="FINWICK J"
S28	0	AU="FINZER HEINZ" AND AU="FINZI" AND AU="FINZI BENDETTO GIORGIO ING"
S29	0	S24 AND S25 AND S26

?

all considered

10/TI/1   (Item 1 from file: 348)

 Project work management method and system
Projektarbeit-Verwaltungsverfahren und -system
Systeme et methode de gestion du travail sur un projet

10/TI/2   (Item 1 from file: 349)

SURFACTANT-LIPASE COMPLEX IMMOBILIZED ON INSOLUBLE MATRIX
COMPLEXE SURFACTANT-LIPASE IMMOBILISE SUR UNE MATRICE INSOLUBLE

10/TI/3   (Item 2 from file: 349)

METHOD AND SYSTEM FOR DATABASE APPLICATION SOFTWARE CREATION REQUIRING
    MINIMAL PROGRAMMING
PROCEDE ET SYSTEME DE CREATION DE LOGICIEL D'APPLICATION POUR BASE DE
    DONNEES REQUERANT UNE PROGRAMMATION MINIMALE

10/TI/4   (Item 3 from file: 349)

NATIONAL CUSTOMER RECOGNITION SYSTEM AND METHOD
SYSTEME NATIONAL DE RECONNAISSANCE DE CLIENTS ET PROCEDE CORRESPONDANT

10/TI/5   (Item 4 from file: 349)

METHOD FOR THE IDENTIFICATION AND THERAPEUTIC USE OF DISEASE- ASSOCIATED
    ORGANISMS, ELEMENTS AND FORCES
PROCEDE D'IDENTIFICATION ET D'UTILISATION THERAPEUTIQUE D'ORGANISMES,
    D'ELEMENTS ET DE FORCES ASSOCIES A UNE MALADIE

10/TI/6   (Item 5 from file: 349)

METHOD AND APPARATUS FOR A PROCESS AND PROJECT   MANAGEMENT COMPUTER
        SYSTEM
PROCEDE ET APPAREIL POUR SYSTEME INFORMATIQUE DE GESTION DE PROCESSUS ET DE
    PROJET

10/TI/7   (Item 6 from file: 349)

SYSTEMS AND METHODS FOR SECURE TRANSACTION MANAGEMENT AND ELECTRONIC RIGHTS
    PROTECTION
SYSTEMES ET PROCEDES DE GESTION SECURISEE DE TRANSACTIONS ET DE PROTECTION
    ELECTRONIQUE DES DROITS

10/TI/8   (Item 7 from file: 349)

CAD/CAM STEREOLITHOGRAPHIC DATA CONVERSION
CONVERSION DE DONNEES STEREOLITHOGRAPHIQUES CAD/CAM
?

01080879
Project **work** management **method and** system
Projektarbeit-Verwaltungsverfahren und -system
Systeme et methode de gestion du travail sur un projet
PATENT ASSIGNEE:
  Hitachi, Ltd., (204151), 6, Kanda Surugadai 4-chome, Chiyoda-ku, Tokyo
    101-8010, (JP), (Applicant designated States: all)
INVENTOR:
  Saito, Takashi, 8-37-201, Uozakikitamachi-4-chome, Higashinada-ku,
    Kobe-shi, (JP)
  Majima, Hiroshi, 1-1-201, Kaminokicho, Kanagawa-ku, Yokohama-shi, (JP)
  Shibuya, Ryoichi, 52-12-105, Kosugaya-3-chome, Sakae-ku, Yokohama-shi,
    (JP)
  Tsuji, Hiroshi, 125, Kurumazuka-2-chome, Itami-shi, (JP)
  Hattori, Yoshiaki, 65, Honmachi-10-chome, Kaniecho, Ama-gun, Aichi-ken,
    (JP)
LEGAL REPRESENTATIVE:
  Strehl Schubel-Hopf & Partner (100941), Maximilianstrasse 54, 80538
    Munchen, (DE)
PATENT (CC, No, Kind, Date): EP 950971 A2 991020 (Basic)
APPLICATION (CC, No, Date):   EP 99107196 990413;
PRIORITY (CC, No, Date): JP 98122971 980416
DESIGNATED STATES: AT; BE; CH; CY; DE; DK; ES; FI; FR; GB; GR; IE; IT; LI;
  LU; MC; NL; PT; SE
EXTENDED DESIGNATED STATES: AL; LT; LV; MK; RO; SI
INTERNATIONAL PATENT CLASS: G06F-017/60

ABSTRACT EP 950971 A2
    A work **management** method and **system** which **manage** a **project**
  executed by individuals or groups belonging to an organization. In
  response to a phase transition request from a task management unit (140),
  a workflow management unit (130) performs transition and activation of a
  business phase included in a process definition (171), sets a work in
  work management table (173), and issues a task addition request. In
  response to an event addition request or a deletion request, an event
  management unit (150) adds or deletes events to or from an event queue
  (151), monitors an occurrence of the event and, when the event occurs,
  sends a task status transition request to the task management unit (140).
  In response to the task addition request, the task management unit (140)
  sets a task name and a task status name in the work management table
  (173), generates the event associated with the task name, issues the
  event addition request. In response to the **task** status transition
  request **described** above, the **task** management unit (140) sets the task
  status name, such as "execute" or "complete", in a task status column
  according to the type of the event. When the event type is "execute", the
  task management unit (140) generates the event and issues the event
  addition request; when the event type is "complete", the unit issues a
  request to delete the generated event. When the task status values of all
  tasks, including the task that has completed, of the business phase are
  "complete", the task management unit (140) issues the phase transition
  request.
ABSTRACT WORD COUNT: 259
NOTE:
  Figure number on first page: 1

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Total word count - document A          6890
Total word count - document B             0
Total word count - documents A + B     6890
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10/5/6   (Item 5 from file: 349)
DIALOG(R)File 349:PCT Fulltext
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00505983
METHOD AND APPARATUS FOR A PROCESS AND PROJECT   MANAGEMENT **COMPUTER** —SYSTEM
PROCEDE ET APPAREIL POUR SYSTEME INFORMATIQUE DE GESTION DE PROCESSUS ET DE PROJET
Patent Applicant/Assignee:
  INTERNATIONAL BUSINESS MACHINES CORPORATION
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  LEISTEN Udo
Patent and Priority Information (Country, Number, Date):
  Patent: WO 9707472 A1 19970227
  Application: WO 95EP3289 19950818   (PCT/WO EP9503289)
  Priority Application: WO 95EP3289 19950818
Designated States: JP US AT BE CH DE DK ES FR GB GR IE IT LU MC NL PT SE
Main International Patent Class: G06F-017/60;
Publication Language: English
Fulltext Availability:
  Detailed Description
  Claims
Fulltext Word Count: 15240

English Abstract
  Current demands for quality systems imply requirements for synergistic
  integration of dynamic process and project planning, management and
  execution of work processes and people performing these tasks in
  different roles. Each individual user role exercises a different view
  over the work process, where the different views comprise different,
  partly overlapping functions over a work process. The inventive concept
  comprises a system platform for a synergistic, role modular work process
  environment. A work process object (WPO) (1001) is created, residing in a
  data base, and stored in a memory of the process and **project
management** computer **system** (1030). All data concerning the process and
  project management are reported to said work process object (WPO) (1001)
  and said work process object (WPO) (1001) is used as a common data base.
  According to the inventive concept, each view must be supported by a
  specific workplace, represented by digital data and enforcing the rules
  for the specific role. A work process information model supports the
  dynamic definition and use of a data base object representing a work
  process, both in its process and project planning modes and its
  execution. According to the inventive concept, one object supports
  simultaneously all modes delimited by dynamically moving boundaries.
  Workplace implementation enforces over-all rules for each role in the
  inventive system.

00355583
METHOD OF FLOW CHART SCHEDULING
PROCEDE DE PLANIFICATION PAR ORGANIGRAMMES
Patent Applicant/Assignee:
  TIMEPHASER CORPORATION
Inventor(s):
  ENGELMAN Henry
Patent and Priority Information (Country, Number, Date):
  Patent: WO 9416393 A1 19940721
  Application: WO 94US302 19940105   (PCT/WO US9400302)
  Priority Application: US 931045 19930106
Designated States: CA JP AT BE CH DE DK ES FR GB GR IE IT LU MC NL PT SE
Main International Patent Class: G06F-015/00;
International Patent Class: G06F-015/24; G06F-015/60;
Publication Language: English
Fulltext Availability:
  Detailed Description
  Claims
Fulltext Word Count: 8602

English Abstract
  An improved critical path method (1) for directing work centers (people
  or other resources) regarding which tasks to do, and/or when to do such
  tasks, and/or the priority of such tasks, for variable processes. The
  invention provides a computerized method for controlling work schedules
  and for giving and receiving directives based on the critical path method
  (1) for variable processes. The invention allows non- deterministic
  networks (containing alternative paths, recursive loops, etc.) to be
  resolved using the critical path method (1), and schedules to be
  maintained despite the arbitrary updating practices that are encountered
  with the various casual users found in enterprise-wide systems. The
  inventive process requires only slightly more data for non- deterministic
  schedules than for deterministic schedules, and provides clear and
  concise directives to the various groups performing tasks across one or
  more jobs. The invention also provides a simple, reasonably foolproof
  method of reporting progress (7) and logic changes arising from decision
  points and does so with minimal data entry.

METHOD OF FLOW CHART SCHEDULING
PROCEDE DE PLANIFICATION PAR ORGANIGRAMMES

13/TI/10 **(Item 9 from file: 349)**

VIDEO SPECIAL EFFECTS SYSTEM
SYSTEME PRODUISANT DES EFFETS VIDEO SPECIAUX

13/TI/11 **(Item 10 from file: 349)**

SYSTEM FOR DELIVERY
SYSTEME DE LIVRAISON

13/TI/12 **(Item 11 from file: 349)**

EXPERT SYSTEM WITH PROCESS CONTROL
SYSTEME EXPERT A COMMANDE DE TRAITEMENT
?

00355583
METHOD OF FLOW CHART SCHEDULING
PROCEDE DE PLANIFICATION PAR ORGANIGRAMMES
Patent Applicant/Assignee:
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  Patent: WO 9416393 A1 19940721
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  Priority Application: US 931045 19930106
Designated States: CA JP AT BE CH DE DK ES FR GB GR IE IT LU MC NL PT SE
Publication Language: English
Fulltext Word Count: 8602

Fulltext Availability:
  Claims

Claim
... on the prior "Project Evaluation and Review Technique" (PERT). PERT is
  similar to CPM, but applies statistical analysis to a network of tasks to
  provide **probabilities** of meeting milestone dates. PERT introduced
  uncertainties to the CPM in the form of different durations (optimistic,
  pessimistic, and realistic), thereby creating Gaussian distributions for
  ...

...and queuing problems". Its inapplicability to scheduling and tracking
  work is further born out by the fact that GERT is not being taught in
  current **project   management** practice, nor has GERT been implemented in
  project   management   software marketed today. Its area of
  application is in the realm of what-if simulations rather than in
  planning and tracking schedules.

The prior art solution to planning and tracking work schedules know what
  decision has been made at the decision points. These personnel are
  typically not scheduling engineers, but are generally casual (occasional)
  users of **project   management   software** .

Accordingly, they generally lack the necessary skills to change network
  logic or the authorization to make changes without the right management
  controls.

What is needed...

23/TI/1   (Item 1 from file: 348)

Methods and compositions for the production of stably transformed fertile
    monocot plants and cells thereof
Methoden   und   Zusammensetzungen   fur   die   Herstellung   von
    stabil-transformierten, fruchtbaren monokotyledonen Pflanzen und Zellen
    dafur
Methode et compositions pour la preparation de plantes monocotyledones
    fertiles ainsi que leurs cellules transformees de maniere stabile

23/TI/2   (Item 2 from file: 348)

PROCESS FOR CONSTRUCTING TEMPERATURE-TOLERANT PLANTS
Verfahren zur Herstellung Temperatur-toleranter Pflanzen
PROCEDE   D'OBTENTION   PAR RECOMBINAISON DE PLANTES INSENSIBLES A LA
    TEMPERATURE

23/TI/3   (Item 3 from file: 348)

Food preparation system and method.
System zur Zubereitung von Nahrungsmitteln und Verfahren.
Systeme de cuisson de nourriture et procede.

23/TI/4   (Item 4 from file: 348)

METHODS AND COMPOSITIONS FOR THE PRODUCTION OF STABLY TRANSFORMED, FERTILE
    MAIZE PLANTS AND CELLS THEREOF
METHODEN   UND   ZUSAMMENSETZUNGEN   FUR   DIE   HERSTELLUNG   VON   STABIL
    TRANSFORMIERTEN, FRUCHTBAREN MAIS PFLANZEN UND ZELLEN DAFUR
PROCEDES ET COMPOSITIONS DE PRODUCTION DE MAIS FECOND AINSIQUE DE SES
    CELLULES TRANSFORMEES DE MANIERE STABLE

23/TI/5   (Item 5 from file: 348)

Digital data processing system.
Digitales Datenverarbeitungssystem.
Systeme du traitement de donnees numeriques.

23/TI/6   (Item 1 from file: 349)

A SYSTEM, METHOD AND ARTICLE OF MANUFACTURE FOR A GOAL BASED SYSTEM
    UTILIZING AN ACTIVITY TABLE
SYSTEME, PROCEDE ET APPAREIL POUR SYSTEME BASE SUR DES OBJECTIFS UTILISANT
    UNE TABLE D'ACTIVITES

23/TI/7   (Item 2 from file: 349)

A COMPUTER-IMPLEMENTED PROJECT KNOWLEDGE MANAGEMENT FACILITY
SYSTEME INFORMATIQUE DE GESTION DES CONNAISSANCES RELATIVES A UN PROJET

23/TI/8   (Item 3 from file: 349)